

# POLICE CHIEF

**59** SPECIAL FEATURE  
**40 UNDER 40**



## NONTRADITIONAL TERROR ATTACKS

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The 2019 40 Under 40 awardees hail from around the world and exemplify leadership and commitment to their agencies and communities.



## WANT MORE?

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

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SAM MCGHEE

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ANDREA ABAT, TED STANICH

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As the orthodoxy of terrorism changes, so must the response. Martyn's Law would assign responsibilities to those who operate spaces where people live, work, and socialize, as well as to governmental bodies, to ensure people's security.

NICK ALDWORTH





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JAY TABB

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**Police Chief** articles are written by law enforcement leaders and experts. See the authors featured in this issue below.

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**Holly Magdziarz**

Holly Magdziarz is an attorney in the County Counselor's Office in St. Charles County, Missouri, and is a member of the IACP Legal Officers Section. She spent over four years representing the St. Charles County Regional SWAT Team and St. Charles County Police Department and now represents other county departments.

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**Emily Hurwitz**

Emily Hurwitz is the acting unit chief for the Communication and Training Unit at NIOSH's World Trade Center Health Program. She has a master's of public health, and she began her federal career through the Presidential Management Fellows Program. She has been with the World Trade Center Health Program since August 2016.

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**Captain Ken Clary**

Ken Clary has worked for the Iowa State Patrol since 1994 and currently serves as an area commander. He will begin his PhD candidacy at UNO this fall. He was selected by the NIJ as a LEADS Scholar and also serves as an executive fellow for the National Police Foundation.

*Human imagination is relentlessly excelling in innovative ways to strike violently and globally.*



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**Lieutenant Sam McGhee**

Sam McGhee, a lieutenant with Aurora, Colorado, Police Department, has more than 39 years of experience in law enforcement. He currently commands the Professional Standards Section and routinely serves as the acting Compliance and Professional Standards Division Chief. He is a member of the Criminal Intelligence Coordinating Council and the IACP Committee on Homeland Security.

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**Special Agent Andrea A. Abat**

Andrea A. Abat has conducted criminal investigations, led forensic missions, and trained law enforcement partners worldwide for the U.S. Environmental Protection Agency's Office of Criminal Enforcement, Forensics, and Training since 1997. In addition, she is the chair of the IACP Environmental Crimes Committee.

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**Ted J. Stanich**

Ted J. Stanich has served as the acting associate administrator for homeland security in the Administrator's Office of the U.S. Environmental Protection Agency since January 2018, in addition to his role as deputy director of EPA's Criminal Investigation Division. He is a member of the IACP Homeland Security Committee.

*Critical work being performed across the EPA... serves to strengthen the U.S. response to bioterrorism and other disasters.*

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**Nick Aldworth**

Nick Aldworth (ret.) was the UK's Counter Terrorism National Coordinator for Protective Security and Preparedness. His career spanned 36 years in the military and police service, including 5 years of policing working in the field of counterterrorism. In retirement, he is working on campaigns to create better laws and support for victims and survivors of terrorism.

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**Jay Tabb**

Jay Tabb is the executive assistant director of the FBI National Security Branch, where he is responsible for ensuring the FBI successfully executes its national security mission. His FBI career has included working threats such as violent crime, drug trafficking, and terrorism; supporting worldwide operations; and serving on specialized tactical teams.



*Since the 9/11 terror attacks, the terrorism threat landscape has shifted significantly and continues to evolve.*

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**Dr. Max M. Houck**

Max M. Houck, PhD, is a former FBI scientist with 30 years of experience as a forensic expert in anthropology, chemistry, trace analysis, and management. He has numerous publications, and he is a Fellow of the Royal Society of Chemistry and faculty at the University of South Florida in St. Petersburg.



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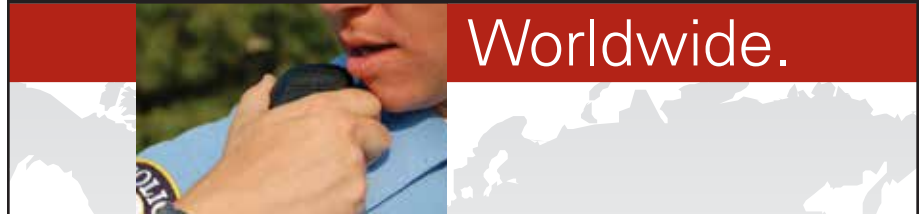
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# Combating Violence and Promoting Global Safety



**Paul M. Cell**  
Chief of Police

*Montclair State University  
Police Department, New Jersey*

“  
**Social media and the Internet provide extremists with an unprecedented ability to spread hate and to influence and recruit followers on a global scale.**  
”

**VIOLENCE COMMITTED WITH FIREARMS DEVASTATES COMMUNITIES AROUND THE GLOBE ON A DAILY BASIS. DAYTON, OHIO; EL PASO, TEXAS; AND GILROY, CALIFORNIA, WERE RECENT VICTIMS OF FIREARM CRIMES, WITH DOZENS OF PEOPLE KILLED DURING THOSE ATTACKS, WHICH ARE ONLY A SNAPSHOT OF THE GLOBAL TRAGEDIES THAT HAVE OCCURRED DUE TO RANDOM SHOOTINGS, SUICIDES, RETALIATORY ASSAULTS, AND TARGETED MASS KILLINGS.**

Lawmakers, advocates, victims, and public safety agencies have called attention to the issue of gun violence in recent years, including dialogue about how civilians should react if they find themselves in a situation with an active shooter. However, much less attention has been focused on nontraditional types of attacks, such as knife attacks and vehicle attacks.

In fact, many places across the world have experienced considerable increases in knife attacks and vehicle attacks. Some terrorist organizations are even encouraging their followers to carry out these types of attacks rather than using firearms or explosive devices. For instance, the Islamic State and Al Qaeda have each noted the ease of knife attacks due to the relatively simplicity of obtaining and wielding knives. Vehicle attacks are also encouraged because of the potential to quickly inflict great harm. Terrorists have even advised would-be attackers on the most effective way to maim or kill individuals with knives and what model of vehicle is best for targeting congested streets or crowded festivals.

European nations have experienced a serious uptick in terrorist attacks in the last decade, many of which feature knives as the weapon of choice. The United Kingdom has experienced a record amount of knife crime in recent

years, and the national threat level has remained “severe” since 2017, indicating a high possibility of terrorist attacks. Additionally, France, Germany, Norway, the Netherlands, and other countries have also experienced knife attacks.

Extremist and terrorist organizations are able to utilize the Internet and social media to encourage followers to adopt these nontraditional approaches to violence. Social media and the Internet provide extremists with an unprecedented ability to spread hate and to influence and recruit followers on a global scale.

With the ever-changing landscape and evolving methods for attacks, it is important that law enforcement, civilians, elected leaders, lawmakers, and the entire criminal justice system continue to work together to safeguard our communities on a global scale. This involves training and constantly examining our response methods and tactics for attacks and strategies for intelligence gathering.

On behalf of the IACP, I am currently participating in the Leadership in Counter Terrorism (LinCT) Programme. The LinCT Programme is a joint senior executive leadership program between the Five Eyes (FVEY) countries and includes the Australian Federal Police, Australian Institute of Police Management, Federal Bureau of Investigation, Police Service of Northern Ireland, Scottish Police College, and the Royal Canadian Mounted Police. The goal of this program is to develop a cadre of strategic counterterrorism leaders who will make a significant contribution to more effective global counterterrorism strategies and operations.

At the IACP Annual Conference in Chicago, Illinois, in October, we will have several sessions of relevance to this topic



that I encourage you to attend while you are there. Of note, we will be joined by Canterbury District Commander Superintendent John Price from the New Zealand Police who will provide a policing perspective from a response grounded in a community that cares. He will provide a journey that covers a decade, including the Canterbury Earthquakes in 2010–2011, the Port Hills Fires, and the 2019 terror attacks on two mosques in Christchurch. Superintendent Price will cover these natural and human-made disasters; the lessons learned; insights

into the response, recovery, resilience, and cohesion of a community; and the efforts to prevent future tragedy.

I encourage you all as leaders, not only in your agencies but also within your communities, to continue to train, to share knowledge and lessons learned from attacks, and to keep your community members up to date with the latest methods and training on what to do during an attack.

Stay safe. ♥



## IACP 2019

October 26–29, Chicago, Illinois

“The Human Impact: From Natural Disasters to Terrorism in Canterbury,” with Canterbury District Commander Superintendent John Price of the New Zealand Police, will take place at IACP 2019 on Monday, October 28, from 1:00 p.m. to 2:30 p.m. (See more about this session and the IACP Speaker Series on page 93.)

Other workshops on global security and terrorism include

- Training of Non-Specialized Police Patrols in Responding to Radiological and Nuclear Incidents
- Terrorism Prevention Through Community Policing: Mistakes Made and Lessons Learned
- Lessons Learned: Commonalities of Homeland Attacks
- Radicalization and Mobilization to Violence: Data-Driven Risk Analysis in Counterterrorism
- Mitigating Large-Scale Violence: Police Leadership Considerations and the Role of Police



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- police
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- private sector and business
- academic community



### Targeted Violence Task Force

In the wake of the recent mass shooting attacks in the United States, the IACP will establish a Targeted Violence Task Force to examine what factors drive individuals to commit acts of violence and steps that can be taken to prevent them and reduce both their severity and frequency. The task force will conduct a series of hearings at several locations throughout the United States. At those hearings, subject matter experts ranging from the police, the medical community, private sector and business, and the academic community will offer input on a variety of issues related to targeted violent attacks.

At the conclusion of this work, the IACP will produce a comprehensive report highlighting the views, recommendations, and strategies that elected officials and public safety agencies can adopt to better protect communities worldwide.

Read more at [theIACP.org/news/blog-post/iacp-announces-targeted-violence-task-force](http://theIACP.org/news/blog-post/iacp-announces-targeted-violence-task-force).

### Recent Model Policy Center Publications

The IACP Law Enforcement Policy Center identifies leading practices and provides model policies, concepts and issue papers, and considerations documents to serve as sound guidance to the law enforcement profession to assist in developing policies for individual departments.

New or updated documents have been added for the following topics:

- Media Relations
- Bomb Threats and Response
- Foot Pursuits
- Grooming and Appearance
- Line-of-Duty Deaths
- Standards of Conduct

Access these and other policy resources at [theIACP.org/policycenter](http://theIACP.org/policycenter).



#### RECORD ATTENDANCE AT DAID

The 2019 IACP Annual Conference on Drugs, Alcohol, and Impaired Driving took place in Anaheim, California, in August. This year's event set a new record for attendance with 1,170 attendees.

Want to know more? Look for a recap in the October 2019 *Police Chief*.



### IACP Calls for Action in Aftermath of Mass Casualty Attacks



The stark reality is that the tragedy of gun violence impacts communities across the United States. Ranging from random shootings and suicides to retaliatory assaults and targeted mass killings, violence committed with firearms devastates communities on a daily basis.

This insidious problem requires law enforcement to lead a new, coordinated and dedicated response involving citizens, elected leaders, lawmakers, and the entire criminal justice system.

Read IACP President Paul Cell's complete statement at [theIACP.org/resources/IACP-calls-for-action-in-aftermath-of-mass-casualty-attacks](http://theIACP.org/resources/IACP-calls-for-action-in-aftermath-of-mass-casualty-attacks).

### Submit Your Photos to Police Chief

IACP is seeking photos on all subjects for use in *Police Chief* magazine. Send us your best photos related to community-police relations, officer wellness, technology, crisis response, and more. You might see them in the magazine!

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## Q: What can law enforcement agencies do to best prepare for nontraditional terrorist threats?



**A:** Agencies can take the following actions to prepare for nontraditional threats:

- Develop leaders who can adapt to the changing culture and understand the importance of building trust with the community and law enforcement partners.
- Connect with other local, state, and federal agencies to keep up with current trends.
- Regularly seek opportunities to connect with the community members, business leaders, public leaders, and corporate security professionals.
- Keep intelligence teams communicating with information coming in and out; ensure they are connected with federal and regional partners.
- Build and maintain frameworks that assist with quick, secure information sharing.
- Keep an open mind and lean into opportunities to embrace the changing culture and available technologies.

**Medaria Arrandondo**  
Chief of Police  
Minneapolis Police Department,  
Minnesota



**A:** To prepare for nontraditional terrorist threats, first and foremost, an awareness among the workforce needs to take place. All disciplines within an agency, whether frontline personnel or support personnel, need to have an understanding of the nature of such terrorist threats and their role in threat response. Second, a strategic response should be created. The response should be practiced and effectively communicated within the agency. Outreach and communication with the private sector and all industries within a jurisdiction can create a joint understanding of potential problems. Softer terrorist threats possibly will not pose immediate public safety threats, like shootings or bombings, but can certainly be harmful in many other ways, such as a cyber attack on an industry that could ultimately pose significant challenges to the economy.

**Peter T. Edge**  
Vice President for Corporate Security  
SOS International, LLC  
Executive Associate Director (Ret.)  
Homeland Security Investigations



**A:** Terrorism is—thankfully—a rare event in the United States. When terrorism does happen, it can take many forms and is perpetrated by individuals or groups with a wide range of goals. While terrorism and extremist violence are concerns, we don't need a new type of police work to address them. Local law enforcement agencies already uncover and stop terrorism plots, often based on information from community members. To increase community cooperation, law enforcement agencies should do two main things: (1) emphasize community policing efforts and other practices aimed at building and strengthening ties between officers and citizens and (2) build awareness of how people can report suspicious activity anonymously.

**Erin M. Kearns**  
Assistant Professor  
Department of Criminology and  
Criminal Justice, University of  
Alabama



**A:** Preparedness and prevention are essential local, national, and regional strategies to counter nontraditional terrorist threats. These include the delivery of tailored capacity building and training programs supported by reference materials such as INTERPOL guidebooks, manuals, and training videos.

Additionally, intelligence analysis plays an important role in effective policing. The production and dissemination of analytical reports on current and emerging terrorism trends enable involved stakeholders to adapt their strategies and standard operating procedures.

Any approach requires a multiagency and regional outlook, as a lack of coordination increases the risk of all types of terrorism, including attacks involving chemical, biological, radiological, nuclear, or explosive materials.

**Patrick Stevens**  
Director, Counter-Terrorism  
INTERPOL



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# 1Q3A

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



## Q: How can police leaders encourage creative thinking within their organizations?

**A1:** *Chief Susan Ballard:* I have learned that you have to allow a free-flowing stream of ideas. Routine and habit squash creativity.

For our annual chief's review for every division, we have changed the format to allow the officers to talk with us and give us suggestions and ideas that they have or recommendations on how to do things better. You must remove the instinct to say, *but* "it's too expensive" or "that's been tried before." You must eliminate negativity. If you shut down the officers and their ideas, then the ideas and suggestions will stop.

You must promote experimentation and be prepared to make mistakes. Failure comes with innovation and change. Always recognize and celebrate the creative successes.

**A2:** *Deputy Superintendent Wayne James:* To encourage creative thinking in the workplace, the first step is to have an environment that is open and encouraging to employees on all levels. Allowing officers to be able to participate in conversations without the fear of punishment fosters more critical and creative thinking skills. It is also important for leaders to mentor those who work under them. Allowing the officers to have

a voice and to be a part of the decision-making process empowers them to present certain ideas, whether they're about work conditions, training, equipment, or needs of the organization. I strongly encourage any leader to have a top-to-bottom, bottom-to-top mentality. Involve officers in your division goals and strategic plans.

**A3:** *Colonel Ali Al-Ghufli:* There are many approaches to enhance creative thinking in a police organization. But, from my point of view, empowerment and support are the main critical factors to achieve creativity and innovation in the policing field. Because of the paramilitary nature of some law enforcement agencies, police officers might feel they are expected to implement orders without taking space for thinking. Therefore, having the right empowerment matrices and support will help to encourage creativity.

Driving creativity requires more involvement from leaders to change the organizational culture in police from hierarchical to adaptive. ♡

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

## MEET THE MENTORS



**Susan Ballard,**  
Chief of Police  
HONOLULU POLICE  
DEPARTMENT, HI



**Wayne James,**  
Deputy  
Superintendent  
for Regional Law  
Enforcement/Chief  
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**Ali Al-Ghufli, PhD,**  
Colonel  
MINISTRY OF THE INTERIOR,  
ABU DHABI

BY

Holly Magdziarz, Associate County Counselor, St. Charles County, Missouri

# Despite Supreme Court Decision, Still Best to Get a Warrant for Blood Draws

ON THE LAST DAY BEFORE ITS 2019 SUMMER RECESS, THE U.S. SUPREME COURT DECIDED IN *MITCHELL V. WISCONSIN* THAT A WARRANT IS GENERALLY NOT REQUIRED TO DRAW BLOOD FOR A BLOOD ALCOHOL CONTENT (BAC) TEST FROM AN UNCONSCIOUS SUSPECT.<sup>1</sup> HOWEVER, BECAUSE A MAJORITY OF THE COURT COULD NOT AGREE ON AN EXPLANATION FOR THE OUTCOME IN THIS CASE, THE MOST PRUDENT COURSE FOR OFFICERS IS STILL TO GET A WARRANT BEFORE CONDUCTING A BAC TEST WHEN POSSIBLE.

## LEGAL BACKDROP

In an opinion joined by fellow U.S. Supreme Court Justices John Roberts, Stephen Breyer, and Brett Kavanaugh, Justice Samuel Alito first set forth several rules related to intoxicated drivers. First, warrantless breath tests are constitutionally permissible incident to arrest if the officer has probable cause to arrest the driver for drunk driving, and warrantless breath tests are also permissible under states' implied consent laws. Second, a blood test constitutes a search under the Fourth Amendment, so a warrant is required unless an exception to the warrant requirement applies. Third, the general fact that alcohol naturally dissipates from a drunk driver's body does not create sufficient exigent circumstances to excuse a warrant in all circumstances.<sup>2</sup> Fourth, exigent circumstances may exist—and no warrant is required—if “some other factor creates pressing health, safety, or law enforcement needs that would take priority over a warrant application,” such as a car crash that required officers to address other patients or control traffic to maintain a safe scene.<sup>3</sup>

Justice Alito determined that, after applying these precedents, no warrant is generally required to perform a BAC on an unconscious driver.

## FACTS AND RATIONALE

Gerald Mitchell was found in Sheboygan, Wisconsin, wandering near a lake and slurring his words after he was reported to have driven off extremely drunk.<sup>3</sup> The officer gave Mitchell a preliminary breath test that registered a BAC level of .24%, triple the legal limit in Wisconsin. The officer arrested Mitchell and began to take him to the police station to administer a standard breath test. Mitchell became too lethargic for a breath test and eventually lost consciousness entirely, so he was taken to the hospital instead. The officer made no attempt to get a warrant, and 90 minutes after Mitchell's arrest, the hospital drew blood that showed a BAC level of .222%. Mitchell's motion to suppress the results of the blood test was denied, and his convictions were affirmed by Wisconsin state courts.

Justice Alito identifies the specific situation—in which a suspected drunk driver

became unconscious before he could be read implied consent for an admissible breath test—as a situation in which exigent circumstances generally excuse the need for a warrant. He explains that the problems of drunk driving are serious, and that it would be a perverse result that if, by being so drunk that a person is rendered unconscious, the person can avoid the breath test that could otherwise be administered incident to arrest or as part of implied consent.

The court was seemingly not troubled by the fact that the officer made no attempt to get a warrant. Though Justice Alito explained that technology has sped up the warrant process, there was no specific analysis about how long a warrant would have taken to be issued in this case and whether the evidentiary value of the blood would have been compromised by the delay.<sup>4</sup> But the court noted that the officer first attempted to perform a breath test at the station, “acted with reasonable dispatch to procure one,” and that hospitals generally take a routine blood sample from their patients anyway.<sup>5</sup> Had the officer delayed in

hopes that the arrestee would pass out or had there been evidence that blood would not have been drawn for any other purpose, Justice Alito suggests that exigent circumstances may not excuse a warrant in that case.

## CAUTION RELYING ON THIS CASE

Law enforcement agencies and officers should be careful not to rely on *Mitchell* to change their normal practice of getting a warrant, even in the case of unconscious drivers, for three reasons. First, holding is qualified, rather than a bright-line rule:

*When police have probable cause to believe a person has committed a drunk-driving offense and the driver's unconsciousness or stupor requires him to be taken to the hospital or similar facility before police have a reasonable opportunity to administer a standard evidentiary breath test, they may almost always order a warrantless blood test to measure the driver's BAC without offending the Fourth Amendment.<sup>6</sup>*

Second, the court did not even conclusively decide the issue for Mitchell and the state of Wisconsin; the court left open the possibility that even in this case, the results of the BAC test could be suppressed if Mitchell is able



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*Officers should be careful not to rely on Mitchell to change their normal practice of getting a warrant, even in the case of unconscious drivers.*

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to show, for example, “that his blood would not have been drawn if police had not been seeking BAC information, [or] that police could not have reasonably judged that a warrant application would interfere with other pressing needs or duties.”<sup>7</sup>

Third, while a majority of the court—five justices—did agree that the case should be sent back to Wisconsin state courts to reconsider their decision, only four justices agreed on the reason.<sup>8</sup> Indeed, an equal number of justices (also four—Justices Sonia Sotomayor, Ruth Bader Ginsburg, Elena Kagan, and

Neil M. Gorsuch) did not believe that the court should have answered the question about exigent circumstances in this case at all. They were troubled by the fact that the state had conceded that no exigent circumstances existed in this case and generally believed it to be inappropriate for the U.S. Supreme Court to rest its decision on an argument that had been conceded and agreed upon by both parties in the case.<sup>9</sup>

Overall, this case should not be considered a meaningful expansion of the application of the exigent circumstances exception to the warrant

requirement for BAC tests in drunk driving cases. Unless an officer made a reasonable effort to take a breath test, needed to take the driver to the hospital for a medical reason, and had reason to believe that seeking a warrant would harm the evidence in the case, the most prudent course of action to ensure the constitutionality of the seizure is to continue to seek and receive a warrant to draw any driver’s blood. ♡

**NOTES:**

<sup>1</sup>*Mitchell v. Wisconsin*, No. 18-6210, 2019 WL 2619471, 588 U.S. \_\_\_\_ (2019).

<sup>2</sup>*Missouri v. McNeely*, 569 U.S. 141, 149 (2013).

<sup>3</sup>*Mitchell*, at \*1, \*6 (citing *Schmerber v. California*, 384 U. S. 757, 765 (1966)).

<sup>4</sup>*Mitchell*, at \*3.

<sup>5</sup>*Mitchell*, at \*14.

<sup>6</sup>*Mitchell*, at \*7.

<sup>7</sup>*Mitchell*, at \*16.

<sup>8</sup>Justice Thomas agreed that the case should be returned to the Wisconsin Supreme Court, but wrote a separate opinion explaining his long-held position that BAC tests should never require a warrant because exigent circumstances are always present due to the natural dissipation of alcohol. *Mitchell*, at \*1 (Thomas, J., concurring in the judgment). Because he is the only justice to hold that view, his position is not the law.

<sup>9</sup>*Mitchell*, at \*16.



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BY

Emily Hurwitz, Acting Unit Chief, Communication and Training Unit, World Trade Center Health Program, National Institute for Occupational Safety and Health

# First Responder Health 18 Years Later

World Trade Center Health Program Supports Care and Wellness of 9/11 Responders



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**EIGHTEEN YEARS AFTER THE TRAGIC EVENTS OF SEPTEMBER 11, 2001, THE TOLL OF THAT DAY CONTINUES TO BE FELT BY THE THOUSANDS OF FIRST RESPONDERS WHO RUSHED IN TO HELP.**

Whether participating in the initial rescue and recovery operations or assisting during the massive cleanup effort, these responders to the World Trade Center in New York City; the Pentagon in Arlington, Virginia; and the crash site in Shanksville, Pennsylvania, were exposed to airborne toxins and other hazards that affect their health to this day. Responders included not only local law enforcement such as the New York City Police Department (NYPD), but police officers from around the United States. Due to the hazardous nature of the crash sites, active or retired law enforcement officers who assisted with the rescue, recovery, cleanup, or

related support services following the attacks may be eligible for no-cost medical monitoring and treatment of health conditions caused by their 9/11 exposures through the federal World Trade Center (WTC) Health Program. Survivors—individuals who lived, worked, went to school, daycare, or adult daycare in lower Manhattan or were present in the dust or dust cloud on 9/11—also have negative health effects from their exposure and may be eligible for care in the WTC Health Program.

Established by the James Zadroga 9/11 Health and Compensation Act of 2010 and administered by the National

Institute for Occupational Safety and Health, part of the Centers for Disease Control and Prevention in the U.S. Department of Health and Human Services, the WTC Health Program currently serves almost 100,000 members across all 50 states. More than 75,000 of these members qualify as responders, an eligibility category that includes law enforcement personnel. Additionally, more than 20,000 members qualify as survivors. WTC Health Program members receive care through seven Clinical Centers of Excellence in the New York metropolitan area, or through a Nationwide Provider Network (NPN) that serves members throughout the United States.

In the days, weeks, and months after 9/11, law enforcement personnel were actively involved with the recovery from the attacks. The WTC Health Program member category of law enforcement includes New York City law enforcement, federal law enforcement and military, and law enforcement from around the United States. Of the more than 40,000 general responders currently receiving care in the New York metropolitan area, nearly 20,000 of them identify as law enforcement. The NPN, administered by Logistics Health Inc., serves more than 18,000 members in other locations. Seventy percent of NPN members responded to an occupational questionnaire in which 15 percent of respondents self-identified as law enforcement.

With the passage of the James Zadroga 9/11 Health and Compensation Reauthorization Act in 2015, the WTC Health Program was extended to provide benefits for 75 more years, ending in 2090. The WTC Health Program estimates that thousands more individuals may be eligible for coverage. Covered conditions on the



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*Law enforcement responded 18 years ago when they were needed the most.*

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WTC Health Program's official "List of WTC-Related Health Conditions" include aerodigestive conditions, such as asthma, chronic rhinosinusitis, gastroesophageal reflux disease (GERD), and sleep apnea; mental health conditions such as post-traumatic stress disorder (PTSD); and a wide range of cancers.

The WTC Health Program also covers medically associated health conditions that are caused by the progression or treatment of a covered condition. Additionally, responders in the WTC Health Program receive annual monitoring exams to track their health over time and assess whether any new symptoms experienced might be 9/11 related. The WTC Health Program has been very effective in providing care to responders in need. In the single year from July 1, 2018, to June 30, 2019, more than 41,000 members received monitoring or screening exams, and more than 31,600 members received medical treatment through the program.

In addition to medical monitoring and treatment, the WTC Health Program conducts and funds medical research into the health effects of 9/11 among the responder and survivor populations. Many findings from this research better inform the care provided to WTC Health Program members and strengthens the published research that links the physical and mental health conditions diagnosed among responders and survivors to 9/11 exposures. This research also contributes to better exposure safety measures for responders during future disasters. Studies performed by the New York City Health Registry, the largest registry in U.S. history to track the health effects of a disaster, funded by the WTC Health Program, show that police officers have chronic probable PTSD due to the challenging work performed

post-9/11. The WTC Health Program provides eligible law enforcement officers with the physical and mental health care they need and deserve.

Active or retired law enforcement officers applying to the WTC Health Program need to review the eligibility information for responders and fill out an application that details their involvement at a 9/11-related site, including the locations where they performed services and the dates and number of hours they were on-site. Applicants also need to provide supporting documentation that verifies the 9/11 experience they outline in the application. Acceptable documentation types include a police memo book, a letter from an employer or union, timesheets, and 9/11-related awards or letters of commendation. Multiple pieces of supporting documentation can be submitted as long as all specific 9/11-related location, date, and time information is supported as a whole.

Law enforcement responded 18 years ago when they were needed the most. With so many currently experiencing or being diagnosed with a wide range of negative health effects from their 9/11 exposure, the WTC Health Program is here to help. ♡

### WTC HEALTH PROGRAM

If you think you may be eligible for the WTC Health Program or know someone who may be eligible, visit [www.cdc.gov/wtc](http://www.cdc.gov/wtc) or call 1-888-982-4748 for more information.



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BY

Ken Clary, Captain, Iowa State Patrol

# Refocusing on the Driver in Fatal Large Truck Crashes

**AS AN AREA COMMANDER FOR THE IOWA STATE PATROL (ISP), ONE OF CAPTAIN KEN CLARY'S RESPONSIBILITIES INCLUDE REGULARLY REVIEWING REPORTS REGARDING SERIOUS INJURY AND FATALITY VEHICLE CRASHES. THROUGH THIS PROCESS AND DISCUSSIONS BETWEEN ISP COMMANDERS, CAPTAIN CLARY RECOGNIZED A TREND EMERGING IN THE SECOND HALF OF 2016, WHICH CONTINUED THROUGH 2018.**

During this time period, report after report of fatality crashes involving large trucks emerged, specifically crashes involving commercial motor vehicles. Research on Iowa and U.S. fatality statistics made it readily apparent that this was a problematic trend. Not only were large truck fatality crashes on the rise in Iowa (16.9 percent of all Iowa fatalities in 2016, increasing to 20.9 percent in 2017), they were also on the rise across the United States.

In 2017, a total of 37,133 people lost their lives on U.S. roadways; in comparison, 17,284 people were reported by the FBI's Uniform Crime Report as murdered that same year. Annually, traffic crashes result in an enormous loss of life and are consistently a leading cause of non-health-related deaths in the United States, yet they often go unnoticed by the general public unless people are personally affected. Although fatality crashes decreased slightly in 2017 from the previous year (down 1.8 percent), fatality crashes involving large trucks markedly increased.

According to the Federal Motor Carrier Safety Administration (FMCSA),

large truck crashes in the United States have increased 12 percent over the last 10 years. The largest increase during that time was a growth of 9 percent from 2016 to 2017. According to the National Highway Traffic Safety Administration (NHTSA), in 2017, large truck crashes resulted in 4,761 deaths on U.S. roadways, which equates to just over 12.8 percent of the total traffic fatalities for that year. There are almost 12.5 million large trucks registered in the United States, but they make up only approximately 9 percent of vehicles on the roadway (by vehicle miles traveled).

Many officers experience a hesitance to stop large trucks, primarily due to the officers' lack of training and experience with the required paperwork associated with large trucks. As a former Motor Carrier Safety Assistance Program (MCSAP)-trained trooper, Captain Clary can attest that it can be difficult to determine what constitutes a commercial motor vehicle. There are a multitude of rules and regulations governing the use of commercial motor vehicles, which may add to the confusion. However, it does not take any special

training above that of a normal law enforcement officer to make a simple traffic stop on a large truck violating traffic laws. Officers should take action regarding the simple violations that lead to many large truck crashes, which can cause serious injury or death to truck occupants or other roadway users.

Across the United States, more than 5.16 million inspections were completed on large trucks and their drivers in 2017. Of those inspections, just over 57 percent were inspections on the driver, while the remaining inspections were on equipment (approximately 39 percent) and hazardous materials (3.6 percent). In comparison, only 5 percent of the time were "vehicle-related factors" coded as the cause of the fatal crashes involving large trucks. Although large trucks are found to be at fault in less than half of all fatality crashes they are involved in, when at fault, the driver of the truck is coded as the causal factor 32 percent of the time. According to the FMCSA, "Speeding of Any Kind" was the most frequent driver-related factor for large truck drivers, while "Distraction/Inattention" was the second most common. The FMCSA also noted 23 percent of the large trucks in fatal crashes had critical pre-crash events of their own movement or loss of control, which could be an indication of fatigue or

driving over the allotted hours allowed. Impaired large truck drivers were also among the top 10 causal factors resulting in fatality crashes. Fatalities involving alcohol-impaired drivers of any vehicle type was the single largest increasing category of crash causes, with an increase of over 61 percent. All of the previously mentioned categories involve offenses that are easily enforceable without having to complete an inspection of any kind.

Due to the ever-increasing fatality crash rates involving large trucks, along with Iowa having a much higher rate in that category (20.9 percent) when compared to the national average (12.8 percent), the ISP took three steps to try to curb that trend.

First, the ISP gave additional training to all of their uniformed officers regarding traffic stops involving large trucks. Second, the ISP added troopers to their MCSAP in order to increase the number of driver inspections (since drivers are the primary single contributing factor for large truck crashes). Finally, the Iowa Department of Public Safety partnered with the University of Iowa and NHTSA to host the first-of-its-kind National Drowsy Driving Summit, which was intended to bring training and awareness to the dangers associated with driving while drowsy or sleep impaired. With these initiatives,

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*In order to change the problematic trends identified, officers must be willing to take on the challenge.*

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along with the great work of the Iowa Department of Transportation enforcement officers, Iowa ranked third among U.S. states in the rate of drivers placed out-of-service in 2016 (12.08 percent).

The U.S. Department of Transportation and NHTSA compiled fatal motor vehicle crash data and have determined that 94 percent of fatal crashes could have been avoided by simply changing human behavior.

According to the Bureau of Justice Statistics, there are roughly 18,000 law enforcement agencies in the United States, with more than 750,000 full-time sworn officers. Imagine what could be done if the majority of those officers took a proactive approach in attempting to drive down the number of vehicle crashes and the associated death toll. The first step to changing the behavior of large truck operators is making traffic stops when they are warranted by getting past the trepidation associated with the unknown and treating large trucks like any other vehicle. In order to change the problematic trends identified, officers must be willing to take on the challenge.

Captain Clary urges all law enforcement who are charged with traffic safety to take the initiative and interact with large truck drivers as needed and when appropriate for normal traffic violations. As identified previously, speeding; distracted driving; and impaired drivers (from alcohol, drugs, or sleep deprivation) make up a large portion of the causation of large truck serious injury and fatality crashes. With a concerted effort by law enforcement to take proactive traffic enforcement steps to curb this rising trend, they can make a difference, one driver at a time. ♡



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# The New School Resource “Officer” in Wausau



## Nick Stetzer, School Resource Officer

WAUSAU POLICE DEPARTMENT, WISCONSIN



HAS SERVED WITH WPD SINCE 2012



SELECTED AS SRO FOR WAUSAU EAST HIGH SCHOOL IN 2015



DEVELOPED THERAPY DOG PROGRAM IN 2017

**ADVANCES IN RESEARCH AND MEDICINE HAVE SHOWN EXCESS STRESS TO BE HARMFUL TO THOSE WHO EXPERIENCE IT, AND, UNFORTUNATELY, YOUTH ARE NOT EXEMPT FROM ITS NEGATIVE EFFECTS. REGARDLESS OF LOCATION OR DEMOGRAPHICS, SOME HIGH SCHOOL STUDENTS EXPERIENCE HIGH LEVELS OF STRESS STEMMING FROM MENTAL HEALTH ISSUES, DIFFICULT HOME LIVES, OR OTHER FACTORS. SCHOOL RESOURCE OFFICER NICK STETZER IS PASSIONATE ABOUT HIS OPPORTUNITY TO HAVE A POSITIVE IMPACT ON THE LIVES OF THE STUDENTS (AND FACULTY) AT WAUSAU EAST HIGH SCHOOL—WHERE HE WAS ONCE A STUDENT—AND, SINCE OCTOBER 2017, HIS THERAPY DOG, BADGE, HAS JOINED SRO STETZER IN HIS EFFORTS.**

The goal of the therapy dog program started by SRO Stetzer is to reduce anxiety, stress, and depression in students, with the ultimate goal of reducing the number of schoolchildren in crisis while also creating a better learning

environment for those attending school in Wausau.

Despite these positive goals, the project took significant effort by SRO Stetzer to get off the ground. He first took the initiative to train his dog, Badge, as a

## RECOMMENDATIONS

The Wausau Police Department offers some key recommendations for other agencies looking to implement a therapy dog program in their local schools or community:

- Approach the project with an open mind; be willing to give it a chance to succeed.
- Consult with school officials, insurance carriers, and the agency’s legal team to identify any concerns.
- Work with the school to develop an implementation plan.
- Identify officers who are passionate about their work and the idea to serve as therapy dog handlers.

therapy dog, then approached WPD requesting that he be able to use Badge within his duties at the high school. Command staff was resistant to the idea at first, but SRO Stetzer diligently researched other communities’ therapy dog programs to support his idea. There was some skepticism that a therapy dog would actually have a positive effect and not detract from the responsibilities of SRO Stetzer. Together with his supervisor, Lieutenant Nathan Cihlar, SRO Stetzer solicited feedback from the school district, researched potential legal issues, and garnered support from the agency’s insurance carrier, and, in fall 2017, this persistence paid off as Badge was permitted to join SRO Stetzer on the job.

It didn’t take long for the school and WPD to see the positive effects of the therapy dog program, which encouraged SRO Jeff Schremp at the neighboring high school, Wausau West High School, to also introduce a therapy dog to his school. This time the agency purchased the therapy dog, which joined the program in 2018.

The program's outcomes are promising so far. For example, at Wausau East High School, the number of students taken into protective custody for posing a threat to themselves dropped from 12 three years ago to 2 in the past year. While other factors have also contributed to this decrease, the therapy dog program has been a significant positive influence on student mental health. In addition, the program has encouraged more positive interactions between students and police officers, and there is some evidence that school attendance has improved. According to Lt. Cihlar, "The SROs have made connections with youth who have never approached them before the dogs."

The impact of the therapy dog program has expanded beyond Wausau schools to the wider community, where the dogs have turned out to be an asset to relationship building. Even when school is out, the dogs accompany their handlers, proving beneficial in foot patrols during public festivals, fairs, and concerts. "They are [in] high demand for visits to community organizations and community events," says Lt. Cihlar, adding, "The dogs are a natural and constant attraction for citizens and youth to interact with officers."

In addition, the local mental health care facility, North Central Health

Care, saw the positive effects and purchased a therapy dog, while another local school district has also implemented a therapy dog program. SROs Stetzer and Schremp presented on the program at the Wisconsin SRO conference, and they were asked to respond to Barron County School District when Jayme Closs went missing, as well as when she was found.

The program is recognized within Wisconsin as an asset to those in crisis, including high school students. ♡



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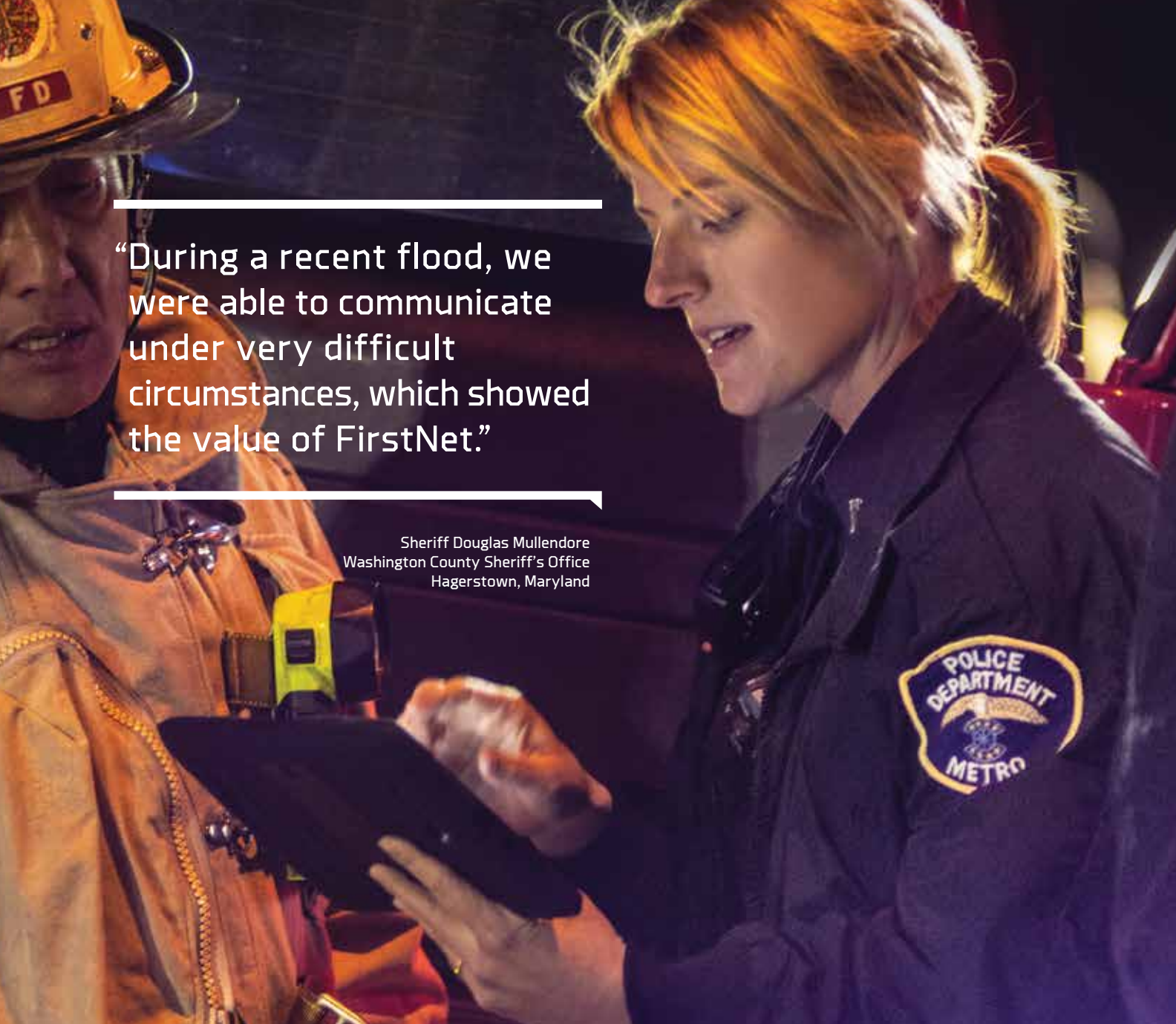


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## Research abounds on topics related to law enforcement and criminal justice, and it can be difficult to sift through it all. Informer breaks down three studies for law enforcement leaders to help keep them up to date.

### THE VEHICLE RAMMING ATTACK AS AN IMITATIVE EVENT

The increase in vehicle ramming attacks (VRAs) between 2015 and 2017 has made this form of attack a major concern for law enforcement. A recent study examined VRA trends to better understand this method of attack and help prevent these attacks in the future. Noting the increasing use of VRAs by both ideologically and non-ideologically motivated perpetrators, this study sought to understand the characteristics of vehicle ramming that may explain its increased appeal to would-be attackers.

The research team created a database of 125 VRAs from 1999 to 2017, drawing from the National Consortium for the Study of Terrorism and Responses to Terrorism Global Terrorism Database, as well as the RAND Database of Worldwide Terrorism Incidents. The study analyzes two steep rises in ramming incidents (Jerusalem region, 2015–2016, and Europe and North America, 2016–2017), then explores explanations for the global rise in VRAs. The analysis then focuses on the concept of contagion.

Observing that both VRAs and older terroristic modes of attack follow “a wave/trend-like pattern,” the study finds that most attack methods show evidence of a contagion pattern. The pattern suggests a sharp decline in vehicle ramming incidents is likely but that a similarly inexpensive, yet effective method of attack is likely to take its place. These findings suggest that a strategy of rapid adaptation to newly trending modes of attack may be most effective.

Vincent Miller and Keith J. Hayward, “‘I Did My Bit’: Terrorism, Tarde and the Vehicle Ramming Attack as an Imitative Event,” *The British Journal of Criminology* (January 2019): 1-23.

Read it at [academic.oup.com/bjc/article/59/1/1/5052837](http://academic.oup.com/bjc/article/59/1/1/5052837).

### EFFECTS OF ACUTE STRESS ON POLICE OFFICER PERFORMANCE

Officers must not only correctly assess critical situations under high levels of stress, but must also provide appropriate verbal communication and tactical action. Understanding how stress impacts officers’ performance is vital for designing successful critical incident training programs.

Researchers worked with a carefully selected group of cadets to investigate the effects of “physiological arousal” on three performance domains: verbal communication, nonverbal communication, and tactical skills. Using a simulated critical incident scenario, the research team tested 17 healthy, male Swedish police cadets with one year of policing experience. The simulation was developed in collaboration with experts in police training and was modeled after a real-life series of incidents that resulted in the line-of-duty death of an officer. The simulation maximized stress and realism by including multiple calls, redirections, and hostile encounters. Measurements before the simulation established baseline heart rate for each officer, as well as baseline levels of select blood chemicals.

The study found that increased physiological arousal led to a decrease in verbal communication performance, while nonverbal communication and tactical performance showed slight improvements. The findings from this small study, while tentative, offer important clues for improving officer training for critical incident response.

Eamonn Arble, Ana M. Daugherty, and Bengt Arnetz, “Differential Effects of Physiological Arousal Following Acute Stress on Police Officer Performance in a Simulated Critical Incident,” *Frontiers in Psychology* (April 9, 2019).

Read it at [www.frontiersin.org/articles/10.3389/fpsyg.2019.00759](http://www.frontiersin.org/articles/10.3389/fpsyg.2019.00759).

### THE MICRO-SITUATIONAL DYNAMICS OF WHITE SUPREMACIST VIOLENCE

A study of white supremacist violence suggests that strong ideological convictions may play a smaller role in violent attacks, compared to factors that are shared by both extremists and non-extremists.

Researchers interviewed 89 former white supremacists and examined participants’ attitudes toward violence. Interviewees included men and women from the United States and Canada from a wide range of economic backgrounds, aged 19 to 61. The study used structured, open-ended questions, tracking variables such as history of delinquency, arrest, incarceration, and weapon use, as well as risk factors such as history of child abuse and mental health.

The study found that 76 percent of interviewees reported a history of delinquent activity; 69 percent reported a history of arrest; and 55 percent had experienced incarceration. Analysis of the interviewees’ cognitive and emotional states revealed that they were initially reluctant to engage in violence and used various strategies to become comfortable with it, including attacks on individuals known to be helpless, involvement with violence-supportive groups, and acceptance of subcultural norms linking masculinity to violence.

The study concludes that the long-assumed fundamental difference between extremist violence and conventional crime may need to be revisited. Additionally, interventions that effectively reduce violent crime in general may also be effective in reducing extremist violence.

Steven Windisch et al. “Understanding the Micro-Situational Dynamics of White Supremacist Violence in the United States,” *Perspectives on Terrorism* (December 2018): 23–37.

Read it at [www.universiteitleiden.nl/binaries/content/assets/customsites/perspectives-on-terrorism/2018/issue-6/a2-windisch-et-al.pdf](http://www.universiteitleiden.nl/binaries/content/assets/customsites/perspectives-on-terrorism/2018/issue-6/a2-windisch-et-al.pdf).



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**OF THE**

# 21ST CENTURY NONTRADITIONAL THREAT

**CONSIDER THE CHALLENGE LAID DOWN BY THE 9/11 COMMISSION IN 2004: TO BE MORE IMAGINATIVE THAN THOSE WHO WOULD DO HARM TO THE UNITED STATES.** The U.S. homeland security environment (and other areas of public safety) has labored to meet this challenge head-on with the understanding that the same capacity of human imagination is relentlessly excelling in innovative ways to strike violently and globally at opposing interests and allies.

Today, attackers have a menu of options from which to choose their next mode of attack. From historic attack methods—bombings, shootings, hijackings, and so forth—to the use of burgeoning technology and social networking, which offers a platform for contagion-effect attacks by like-minded assailants, with some apps providing environments for criminal conspiracy-related communications outside the criminal justice system's ability to monitor them. In the future, 3D printers, which can now produce viable weapons, will have increasing capabilities for the production of more sophisticated weapons. Cyber intrusions, which have crippled individuals' and governments' abilities to conduct business or serve the public, and unmanned aerial systems,

which can deliver deadly payloads in a virtually anonymous manner or collect and transmit sensitive data from unsuspecting operators, are among the continuing and evolving threats that help fortify terrorist toolkits for perpetuating violence anywhere and at any time.

Traditional and sophisticated attack methods coupled with the upsurge in lower tech approaches around the world means the threat is often unpredictable and unrecognizable until the violence materializes. Ranging in size and organization from multimodal attacks, such as in Mumbai, India, and Lahore, Pakistan, in 2008, to more simple and impulsive methods, such as using vehicles to run down unsuspecting civilians or hacking and stabbing victims with machetes or other easily obtained cutting instruments, terrorist attacks create everlasting fear and intimidation over and above the resulting body count. Historically, government or business physical and social infrastructure and what they represent to terrorists in urban targets seemed, for a time, the predictable focus of attacks. More recently, it seems that it is congregations of unsuspecting civilians who are now regarded as the preferred target. This ever-shifting choice of targets, attack

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**FIGURE 1: CYNEFIN FRAMEWORK**



methods, objectives, and weapons creates a realm of complexity that challenges the collective ability of public safety and homeland security professionals around the globe to critically think; respond; mitigate; and, hopefully, predict (and prevent) future attacks.

### **UNDERSTANDING THE COMPLEX DOMAIN OF TERRORISM AND WHY IT IS IMPORTANT**

Law enforcement worldwide is experiencing massive transformations at an unprecedented pace, which is no surprise, as the world's societies are morphing with alarming regularity. Social, economic, physical, and cyber systems; terrorism; and the blistering rate at which technology is advancing add to the complex stew within which the world's law enforcement officers must navigate. The collective impact of these systems operating at the brink of capacity challenges policing to respond to "bursts-fits-and-starts" rather than gradual or linear change; this is, in the context of problem-solving, considered complexity.

The complex domain is an environment wherein problems are more unpredictable than

predictable, and, if there is a correct answer or solution, it is understood only retrospectively. Further, the underlying aspects of a given complex problem can be comprehended only from an expert's point of view—someone who intricately understands that specific problem type. Nothing comes closer to defining many of the social issues societies deal with today, and complex certainly describes the contemporary environment of terrorism. David Snowden and Mary Boone's Cynefin framework, a structure designed to give leaders a context for making sense of the unpredictability and nonlinear aspects of modern-day problems, has placed an emphasis on the requirement of those in the business of national security around the world to understand complexity (see Figure 1). This includes reframing how they think critically about training, equipping, exercising for, responding to, and recovering from unpredictable events. New generations of first responders and national security personnel around the world will be required to understand these nuances and adjust their relationship with and reliance on past experiences and lessons learned with a new focus on understanding and navigating the future of the *predictable* patterns of the *unpredictable* or complex environment of constantly changing threats.



## TYPES OF NONTRADITIONAL THREATS; EVIDENCE OF EFFECTIVE RESPONSES

It may be worthwhile to consider discarding the expressions *traditional* and *nontraditional* terrorism to avoid the urge to fit a particular naming convention or specific categorization of the threat, rather than simply addressing it as it is. It seems as soon as the phrase *nontraditional* is uttered, the threat has already morphed into what is perceived as a traditional threat. As suggested earlier, the reliance on best practices based solely on past events may be in and of itself inadequate to fully understand the danger. Instead, the emphasis should be on inventing solutions while in the presence of the threat—then checking for the effectiveness of a given response or solution, underscoring those results that work and abandoning those that do not. Examples of this are evident in recent active shooting incidents where responders quite simply and instinctively created solutions to never-before experienced events. While some aspects of responses such as these may be attributed to prior training, education, and perhaps hands-on experience, it was the focus on the extreme, evolving crisis that responders and others have acted upon in split-second assessments.

Another important factor is the environment created by senior leaders prior to any event, which supports this kind of crisis decision-making and allows such decision-making without prior formal approval or direction. While this kind of thinking may fly in the face of command and control environments that serve as the foundation of most emergency responder organizations, it is an essential element that must be discussed during emergency training and exercising. A few examples illustrate this need. During what would have been regarded at the time as an unlikely event—an active shooting in a movie theater in 2012—officers in Aurora, Colorado, transported 27 critically wounded shooting victims to medical facilities in their patrol cars due to impediments to emergency medical services during the incident response. Additionally, an Aurora Public Safety Communications Department dispatcher made an all-hands request for help from agencies in the Denver metro area without receiving prior authorization or direction. In Las Vegas, Nevada, a shooter took a high ground position and fired indiscriminately at unsuspecting crowds from weapons modified to fire in fully automatic fashion at the 2017 Route 91 Harvest

Festival. Civilians and law enforcement officers alike transported severely wounded victims in police cars or private vehicles to facilitate rapid transportation to area hospitals. In May 2019, an 18-year-old student was killed as he lunged toward an active shooter at the STEM School in Highlands Ranch, Colorado. These represent but a few recent examples of in-the-moment crisis decision-making in the face of scenarios never before experienced.

This kind of behavior is occurring more frequently as today's civilization as a whole is being primed due to (1) increased awareness of violent events through mass and social media accounts, as well as the interaction between the first responder community and community members during training and education sessions, which may help the public be more prepared for the possibility of facing such an event; and (2) people's perception of more latitude to act proactively based on encouraging and successful accounts of others doing so. In any case, the relationship between unfamiliar threats and society's response is evolving to the point that nontraditional threats are being met with nontraditional interventions that save lives. The following delves into the principal themes that surface when discussing nontraditional attacks.

### Hybrid Threats

The term *hybrid threat* has been discussed since the 1990s, the definition of which remains a topic of disagreement among experts, with many references expanding the term to *strategic hybrid threat*. Associated synonyms include *gray zone conflict*, *ambiguous warfare*, and *political warfare*. Tactics can include political interference, cyber attacks, and fake news. Much of the literature surrounding this term centers on the notion of conflict with implications related to either nation-states or individuals who lack certain expertise or resources to deliver an effective attack upon their adversary. Thus, they develop relationships with those able to provide the desired expertise or resources. Homeland security policy experts Frank Cilluffo and Joseph Clark define hybrid threat in the following context:

*A clear conceptual definition of hybrid threats should start by acknowledging that they are ["custom-designed"] capabilities crafted by a principal actor to overcome the predominant power or position of an adversary.*



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Cilluffo and Clark further define hybrid threats as having three principal components: (1) their origin, (2) their composition, and (3) their ability to adapt to varying situations based on fluctuating objectives. This flexibility is important as it helps assailants shift their target selections with relative swiftness and simplicity based on any countermeasures the adversary may employ. The advantages of the assailants who use this approach include the ability to acquire resources and capabilities beyond their normal means; a relatively quick development period for the attack, taking advantage of the element of surprise; and the capability for acting with anonymity. An example illustrating this approach is the Islamic State's use of social media campaigns to inspire violent attacks by those who are disenfranchised or otherwise attracted to the organization's message. Such messages are spread globally, and people are inspired and instructed on using low-tech methods for mass casualty attacks. What would otherwise require the Islamic State (or any adversary) to plan, train, equip, travel, and ensure operational security for attackers to accomplish this task, now simply requires a well-conceived media campaign and call to action for the world to see. (While the Islamic State could remain anonymous after such an attack, it often validates its role subsequent to the assailant's cry of victory.)

The consequences of hybrid threats bring the realization that, post-9/11, much of the world has concentrated on the Global War on Terror almost

as a singular threat. Today, the requirement is to be multidimensional in the effort to combat terrorism, using critical thinking to defend against the elusive next attack, whether it comes in the form of traditional threats, unstable nation-states, or ever-evolving terrorist tactics. Understanding the committed nature of various adversaries requires a willingness to be forward-focused and honest about security limitations in imagining the unlimited possibilities the future holds—the inevitable extreme, creative, and unpredictable threat landscape available to those who would exploit it.

### Asymmetric Threats

Asymmetric warfare is waged between two adversaries whose capabilities or manner of deployment differs. In this scenario, professional armies are deployed, but there may also be insurgencies. Consider the tactics of guerilla warfare. The most commonly recognized examples of asymmetric attacks would be the 9/11 attacks and the war in Afghanistan. These are examples of conflict between two groups or nation-states that have unmatched military capabilities or strategies. While the phrase may have been coined in the 1990s, asymmetric tactics have been employed throughout history, including during the U.S. Revolution and the French and Indian War. Asymmetric tactics are generally used by the weaker force to level the playing field through ancillary attacks rather than traditional military attacks. One of the goals is to diminish the enemy's determination. Terrorism is an effective way to accomplish this objective. In the modern-day context, novel approaches to crime and terrorism seek to achieve much of the same objectives as previously discussed. For example, unmanned aerial systems, a burgeoning technology, are quickly being exploited for illegitimate purposes.

### Unmanned Aerial Systems (UAS)

The subject of UAS and their unique rate of rapid development in terms of technical capability and associated threat delivery deserve mention. These systems are both aerial crafts and web-based platforms. Threats and vulnerabilities should therefore include those applicable to both aerial and web-based applications, plus the combined concerns that have emerged based on this technology. It is estimated that some 910 U.S. state and local emergency service agencies—police, sheriff, and fire and emergency medical services—use UAS to help fulfill their missions, with an 82 percent



increase in such usage between 2017 and 2018. There have been numerous reports of interference with official UAS operations, some as innocuous as playful enthusiasts who inadvertently come across emergency response operations, others involving more sinister interference, such as using signal jammers. As an example, planning for large events such as the Super Bowl includes countermeasures to prevent or defeat unauthorized drones. In addition, it is not difficult to retrofit the average hobbyist drone to carry payloads, as has been experimented with in the delivery of goods from online orders. Should the user have an illegal or violent objective, it would not be out of the realm of possibility to deliver drugs to customers or bio (or other) threats to unsuspecting crowds or spy and collect data in sensitive environments. The speed at which this technology is advancing has outpaced regulatory efforts at all levels of government. This, coupled with the difficulty in determining ill-intent of drone operators whose activity has caused problems for emergency operations, makes for a murky environment in which officials need to take corrective or preventative action.

## SOLUTIONS FOR POLICE LEADERS

Today's law enforcement chief executives have many more resources for information sharing, collaboration, and various additional avenues of support at their disposal than ever before. All levels of government are better integrated since post-9/11 initiatives were enacted. Police leaders today can reach out in several ways and be instantly connected to expertise at the local, state, federal, or international level, which could conceivably provide physical resources, analysis, best practices, or other useful information. A few specific avenues available to law enforcement CEOs for support to be better informed, seek specific advice, provide tips or leads, or seek investigative support based on activity causing concern in their communities follow.

### Relationship with the Community

The underpinning for any solution to crime, terrorism, and violence must be a solidified and tested trusting relationship between law enforcement and the community. Since the 1990s, community policing and its iterations have reliably served as the groundwork of effective relationships and forged trust between a law enforcement agency and the community it serves.

Done effectively, this creates an environment that provides problem-solving power and embraces the continual need for elasticity as community needs dictate.

As an example, one of the prevailing challenges of the 21st century is the increased incidence of violent extremism. To effectively deal with this morphing threat or any complex social concern, stakeholders are required to truly collaborate. Violent extremism presents unique and mutating characteristics. Law enforcement worldwide is faced with the responsibility of not only responding effectively, but somehow also preventing these kinds of attacks. Today more than ever, this calls for organized interrelationships between segments of the community, such as academia, community leaders, the mental health profession, leaders of the faith community, the intelligence community, and law enforcement in order for creative and effective solutions to materialize. Transcending the ebbs and flows of social turmoil can provide tools for awareness regarding new behavioral dynamics of troubled individuals who may be led astray by attractive extremist messages on social media or other communication modes. A solid relationship with the community is the precursor for obtaining valuable information and partnering with community leaders. This increases the odds for solving problems before catastrophic incidents occur. Once these collaborative relationships have been established, law enforcement leaders have access to partner agency resources. A few of the key resources are discussed further.

### Leveraging Fusion Centers

Today, first responders in the United States receive volumes of information in the form of joint intelligence bulletins (JIBs) from the Federal Bureau of Investigation (FBI) and the U.S. Department of Homeland Security (DHS), as well as other federal agencies. Fusion centers have been generated at the state level, and there is better coordination between federal agencies and all levels of government. Many fusion centers have established themselves as central clearinghouses for information sharing needs specific to their areas of operation or local constituents.

Partnerships with a region's respective fusion center can offer support not only for specific information sharing needs locally, but also for creative ways to enhance collaboration. It is important for today's law enforcement leaders to build upon



relationships with the local fusion center's director or create relationships if they do not yet exist. It is understandable that leaders struggle with the concern of focusing efforts between crime and terrorism; all too often the two are difficult to distinguish and the damage can be catastrophic in either case. Strong information sharing principles serve to avert both.

Law enforcement leaders must also consider investing in terrorism liaison officer or fusion center liaison officer (TLO or FLO) programs. When dedicating personnel to these programs, it is important to be clear up front about what the TLO or FLO is expected to contribute and what the officer's home agency expects as a return on investment. This is an invaluable opportunity for each agency to have officers trained in counterterrorism tactics, techniques, and procedures; privacy protections; and reporting mechanisms, such as the Suspicious Activity Reporting (SAR) initiative. It also provides an opportunity for two-way sharing between the respective agency and the fusion center, creating a wider understanding of information sharing initiatives and providing an avenue for more acute awareness of emerging local threats, like those discussed herein, and how those local threats play into national and international threat scenarios.

### Joint Terrorism Task Forces (JTTFs)

JTTFs emerged in the United States prior to 9/11 and increased significantly post-9/11. Many law enforcement agencies have assigned representatives to their local JTTFs, and those agencies enjoy the mutual benefit of sharing information and resources while protecting their communities against terrorism. Keep in mind that an agency does not need to have a task force officer to receive the benefit of the JTF's expertise and resources. Police leaders might or might not have relationships with their nearest JTTF, but the avenue exists and should be pursued. Particularly since, as previously discussed, rapidly shifting threat streams evolve almost unperceptively. Should, as an example, a law enforcement agency become concerned about threats that might not be viewed as mainstream, it can reach out to the JTTF or fusion center to

gain better information, be added to distribution networks, receive training or specific support from analysts, or access other forms of support. Both JTTFs and fusion centers are integrated in the more global trends of nontraditional threats and their nuances, as well as best practices for planning, training, and exercising.

### FINAL THOUGHTS

The world of threat assessment and mitigation presents a constantly evolving dynamic for state and local law enforcement leaders. This challenge increases immeasurably when faced with nontraditional, emerging, unpredictable threats. The responsibility of staying abreast of violent threats that might never have been experienced in a community can become overwhelming; yet, there are proven ways to provide a predictable level of instant support from community members and partnering agencies around the world. As an example, fellowship opportunities within some federal intelligence community agencies can provide invaluable training and experience for state and local officers, which can pay strong dividends for years to come. When taken advantage of, these opportunities narrow the requirement and ease the pressure of a given agency to prevent, mitigate, respond to, or recover from any level of threat and can lessen the constantly challenging learning curve for effectively protecting the community. ♡

#### IACP Resources

- National Security Policy Council
- Online Services and Violent Extremism (awareness brief)

#### theIACPOrg

- "Strengthening the Bond of Guardians" (article)

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# BIOTERRORISM AND THREATS TO WATER SAFETY

**BY**

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**WHEN ONE CONTEMPLATES THE UNIVERSE OF U.S. AGENCIES RESEARCHING, INVESTIGATING, AND GATHERING INTELLIGENCE ON POTENTIAL TERROR TARGETS AND METHODS, THE ENVIRONMENTAL PROTECTION AGENCY (EPA) RARELY MAKES THE LIST.** Since the mid-1990s, however, and increasingly following the terror attacks of 9/11, EPA researchers, scientists, intelligence analysts, engineers, computer forensic specialists, and special agents have played key roles in understanding, preparing for, preventing, and responding to threats and attacks utilizing chemicals and biotoxins, targeting the United States' water infrastructure, or being aimed at the chemical manufacturing sector.

EPA's mission is to protect human health and the environment. This mission remains the same during the response to any of a wide range of natural and human-caused events, hazards, and disasters. In the event of an intentional or unintentional event or disaster that results in biological, chemical, or radiological contamination, EPA provides expertise in the following areas:

- Water and Wastewater Safety, Security, and Resilience
- Emergency Response
- Decontamination and Recovery
- Waste Management
- Scientific Support and Research
- Investigation and Intelligence

The EPA undertakes these activities through its authorities under several environmental statutes, post-9/11 statutes, and key presidential directives.



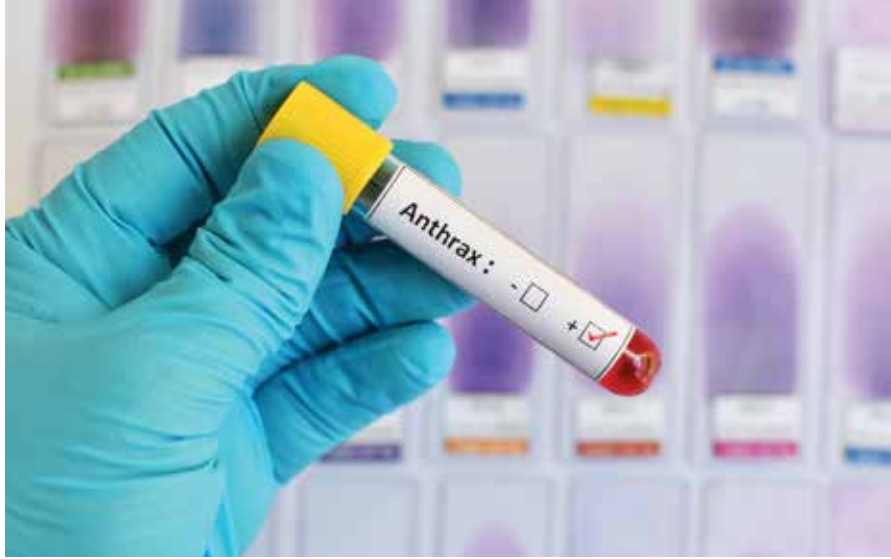
The formulation of the EPA's National Counterterrorism Evidence Response Team (NCERT), which was later renamed the National Criminal Enforcement Response Team, literally rose from the ashes at the Pentagon when EPA special agents stood shoulder-to-shoulder with numerous other agencies responding to a nightmare of evidence collection, body recovery, and intelligence protection in an area contaminated with jet fuel, chemicals from a recent renovation, and building debris. This dedicated and trained team of federal law enforcement professionals coupled their ability to conduct operations in hazardous zones with their ability to conduct complex investigations of environmental crimes and weapons of mass destruction events with an environmental crime nexus.

## BIOTERRORISM

On the heels of the 9/11 attacks, the United States experienced another spate of terrorism, but this time it was through a bioterror attack utilizing the U.S. Postal Service and anthrax spores. In what has been the worst biological terror attack in the United States to date, five people died from anthrax exposure while another 17 became ill. The EPA brought countless scientific and investigative minds to support and collaborate with the FBI on the best methodology for collecting evidence in the search for a missing letter, contained with thousands of other letters in 280 55-gallon steel drums removed from Capitol Hill in Washington, DC. The forensic science employed during this investigation brought innovative and effective solutions to analyze the containers to efficiently narrow the search, and, on November 16, 2001, FBI and EPA agents located the anthrax-containing letter addressed to U.S. Senator Patrick Leahy.

## BioWatch

Due to the concerns raised by the anthrax attacks and threats posed by other biological agents related to their unique incubation characteristics, the BioWatch system was developed to serve as an early warning system to detect the presence of DNA from specific pathogens in the air. Then-U.S. President George W. Bush announced in his 2003 State of the Union address that a "network of sensors to detect a biological attack" would be put into service. By the end of 2003, BioWatch air samplers were operating on a continuous basis in more than 30 major metropolitan areas. The BioWatch program involves a large network of public health, emergency management, law enforcement, laboratory, scientific, and environmental health organizations who collaborate to detect and prepare a coordinated response to a bioterrorism attack.



Unfortunately, the technology used in the program has some shortcomings that the U.S. Department of Homeland Security, has been trying to overcome. New technology called BioDetection 21 is being installed in U.S. locations, providing faster and more reliable results than BioWatch.

Critical work being performed across the EPA, to include response preparedness and research and development, serves to strengthen the U.S. response to bioterrorism and other disasters.

## CHEMICAL AND BIOLOGICAL ATTACKS ON WATER INFRASTRUCTURE

Secure, clean water access is central to survival and is a baseline, fundamental expectation for residents of modern countries. In the United States, Australia, the United Kingdom, Germany, Spain, Argentina, Saudi Arabia, Russia, and Japan, a majority of the population can expect to receive clean tap water from improved drinking water sources. Domestic and international terrorists, whether lone wolves or organized groups, have expressed interest in disrupting drinking water systems. Some terrorists have attempted to cause panic through threats to drinking water, and some



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Attacks and threats of attacks on water infrastructure have far-reaching political, psychological, economic, and physical consequences.

have found some limited success with actual contaminants. Again, the EPA brings many resources to bear on these types of incidents.

Threats to drinking water resources have occurred involving various types of circumstances from negligence to intentional acts and acts that affect upstream facilities. Either way, the public's drinking water and their confidence in its safety are affected. Often when an incident of contamination occurs, the cause is not apparent, but the situation still requires skilled responders and investigators to mitigate the impacts and restore confidence in the water supply.

Attacks and threats of attacks on water infrastructure have far-reaching political, psychological, economic, and physical consequences. Basic drinking water treatment involves various means by which sediments and impurities are removed from water derived from a raw source. The final chemical process in water treatment usually involves disinfection with chlorine or UV light to provide immediate and residual protection from dangerous microbes. The next two stages of the public water system are storage and distribution. These components are the most vulnerable to some type of terror attack, whether it be via an improvised explosive device; chemical, biological or radiological contamination; or cyber tampering with the supervisory control and data acquisition systems (SCADA) or industrial control systems (ICS).

Hundreds of threats have been received and investigated with a very small percentage of the perpetrators: (1) having access to contaminants and (2) finding even limited success in contaminating a part of a drinking water system. However, any

threats to critical infrastructure must be taken just as seriously as known attacks. There have been several examples attributed to criminal mischief wherein the emergency consequence management response to the threatened water system has resulted in financial and psychological burdens on the affected community such as issuance of boil water orders or significantly increased sampling as the investigations proceed. Until a jurisdiction can, with assurance, prove that the drinking water remains safe to consume, the incident must be treated as credible and responded to with public safety as the foremost concern.

An example of water resources threatened by chemical contamination occurred in early 2014, when crude 4-methylcyclohexanemethanol (MCHM) was released from the Freedom Industries facility into the Elk River in Charleston, West Virginia. MCHM is an organic solvent that is capable of dissolving other compounds. In Freedom Industries' case, it is used to separate coal from non-coal components. That said, this is not a traditional "chemical" used in commerce and readily studied for health and environmental fate effects. The chemical will break down into other elements in roughly two weeks in water, a month in soil, and 140 days in sediments in the riverbed. Microbes and the slow workings of natural chemistry help with that. Its half-life is less than a day in air, and it is quickly broken down by sunlight.

The spill began on Thursday, January 9, 2014, when up to 7,500 gallons of crude MCHM leaked from a one-inch hole in the bottom of a storage tank and its containment area at Freedom Industries' Charleston facility. The MCHM leaked from the





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Infrastructure exploitation threatens the safety, security, and economic well-being of the United States.

containment area and traveled over the ground into the Elk River. The chemical spill occurred about a mile upstream from West Virginia American Water's raw water intake at the Kanawha Valley Water Treatment Plant. The Elk River is the sole water supply for the Charleston area.

Water with a distinctive black licorice smell was distributed to approximately 300,000 residents through 2,200 miles of water distribution pipe, 107 storage tanks, and 120 booster stations across 124 pressure zones to upward of 90,000 structures. Residents within nine counties in and around the Charleston area were without potable water for more than a week. They were advised not to drink, cook with, bathe, or wash with the water from their taps. Contaminated river water traveled downstream, entering and passing through the City of Huntington's water treatment plant and for 390 miles further downstream, which prompted water municipalities in Ohio, Kentucky, and Indiana to shut down their river water intakes. The do-not-use order in Charleston was in effect for up to 10 days in parts of the distribution system.

The spill prompted Freedom Industries' bankruptcy and resulted in 30-day prison sentences for two company officials on federal pollution charges, as well as fines and probation for four others. A settlement of \$151 million dollars was reached to provide benefits to the communities affected by this incident.

This incident resulted from reckless disregard for the laws and regulations in place to protect human health and the environment. Imagine what an organization or individual with intent to cause chaos and harm to a community's economy and well-being learned from watching this incident play out?

## WATER INFRASTRUCTURE CYBERSECURITY

Water and wastewater infrastructure, like many other industries, rely heavily on industrial control system (ICS) networks. Supervisory control and

data acquisition (SCADA) control systems are made up of software and hardware elements that permit organizations to control industrial processes locally or at remote locations; monitor, gather, and process real-time data; directly interact with devices such as sensors, valves, pumps, motors, and more through software; and record events into a log file.

SCADA systems are crucial for the water and wastewater industries to maintain efficiency, process data for decision-making, and communicate system issues to help mitigate downtime. The ICS network employs numerous security techniques, including firewalls, antivirus systems, encryptions, and intrusion detection. With the increase of cyber attacks utilizing new malware and bypassing security features to control critical operational functions within the distribution system, security improvements are crucial. Some 70,000 water utilities across the United States, operating both large and small plants, are vulnerable to attack from individuals or hostile foreign actors hacking into the network. Most small and midsize utilities are too overwhelmed meeting normal operational requirements and underfunded to be able to effectively thwart an attack. Cybersecurity for water treatment and distribution networks is only loosely monitored at the federal level, and most states have limited expertise to address cybersecurity, focusing predominately on water quality.

Based on information from the U.S. Industrial Control Systems Cyber Emergency Response Team (ICS-CERT), cybersecurity breaches at water and wastewater facilities appear to be growing. In 2018 alone, there were 63 cybersecurity vulnerabilities according to U.S. federal data. This accounts for 15 percent of all industrial security concerns. Only the energy and manufacturing sectors had more vulnerabilities cited in the same period. According to the director of national intelligence, the FBI, and the DHS, cyber risk is the top threat facing business and critical key sectors.

On April 19, 2018, the DHS issued an advisory warning of a Russian government campaign to exploit infrastructure devices in critical infrastructure sectors, including within the water sector. This type of exploitation threatens the safety, security, and economic well-being of the United States. Russia's cyber attack campaigns against U.S. water infrastructure have affected numerous states. According to the alert,

*Since at least March 2016, Russian government cyber actors... targeted government entities and multiple U.S. critical infrastructure sectors, including the energy, nuclear, commercial facilities, water, aviation, and critical manufacturing sectors.*

The techniques being employed include sending spear-phishing emails from compromised,





legitimate accounts; host-based exploitation; and the targeting of industrial control system infrastructure.

On February 11, 2019, the Fort Collins–Loveland Water District in Colorado became the victim of a ransomware cyber attack, and the hackers held the district hostage and kept it from its data. No consumer information was breached and no ransom was paid during the February attack, but hackers locked employees out of some technical data and files for weeks while demanding a ransom payment in exchange for a key to unlock the district’s data. INTERPOL eventually found and released a decryption tool that unlocked the data.

Physical, chemical, and cyber attacks or threats of attacks often lead to reduced public trust, unrest, and tremendous costs for the communities and the water utilities.

The EPA is at the tip of the spear for water cybersecurity, tasked with issuing guidance to utilities and partnering with them to enhance cybersecurity concerns. Additionally, the U.S. statute that protects water includes criminal provisions for tampering with public water systems. Penalties include up to 20 years imprisonment for tampering, up to 10 years if an attempt or threat occurred, and potential fines. EPA special agents at the National Computer Forensics Laboratory (NCFL) are actively developing the technical capabilities required to investigate cyber intrusions of water systems. This will be a unique capability within EPA and the federal law enforcement community. Additionally, the NCERT has been trained previously in water security and is focusing its 2019 training iteration on the response to suspected criminal physical tampering of public water systems.

## RECOMMENDATIONS FOR LAW ENFORCEMENT

Agencies that discover an issue in their jurisdiction should take the following steps:

- Secure the scene and post command upwind of the incident.
- Maintain an adequate perimeter to ensure public safety.
- Do not enter any areas of contamination without personal protective equipment and adequate training.
- Call the local hazardous materials response unit.
- Call the local EPA-CID office.
- Open and maintain lines of communication with affected public utility experts.

The EPA Criminal Investigation Division (CID) is available to help law enforcement agencies and cities confronted with cybersecurity concerns

## AWIA 2018

The U.S. Congress has identified the need for additional efforts to support the protection of U.S. water infrastructure.

America’s Water Infrastructure Act of 2018 (AWIA 2018) became Public Law No. 115-270 on October 23, 2018. The long title of the act is “To provide for improvements to the rivers and harbors of the United States, to provide for the conservation and development of water and related resources, to provide for water pollution control activities, and for other purposes.”

Section 2013 of the AWIA 2018 (amending section 1433 of the Safe Drinking Water Act, codified under 42 U.S.C §300i-2) requires community water systems serving more than 3,300 people to conduct risk and resilience assessments and to use this information in the preparation of certified emergency response plans. It also requires them to coordinate with Local Emergency Planning Committees pursuant to the Emergency Planning and Community Right-To-Know Act of 1986 (42 U.S.C. §11001 et seq.) when preparing an assessment or revising a plan.

EPA’s Water Security Division is working to develop tools for community water systems that will enable them to meet the requirements of the AWIA 2018. Learn more at [www.epa.gov/water-resilience/americas-water-infrastructure-act-2018-risk-assessments-and-emergency-response-plans](http://www.epa.gov/water-resilience/americas-water-infrastructure-act-2018-risk-assessments-and-emergency-response-plans).

affecting water and wastewater infrastructure, as well as other crimes involving chemical, biological, or radiation contamination. To locate the CID office in a specific area, visit [www.epa.gov/enforcement/criminal-enforcement-area-and-resident-offices](http://www.epa.gov/enforcement/criminal-enforcement-area-and-resident-offices). ♡

### IACP RESOURCES

- Bioterrorism Training Key
- theIACP.org**
- “The Threat Posed by Radiological Materials” (article)
  - “Cyber Attacks: The Contemporary Terrorist Threat” (article)
- policechiefmagazine.org**





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# SHIFTING SANDS

## *Terrorism as an Evolving Concept*

*Manchester Arena Attack (2017)*

© Getty Images Europe,  
Christopher Furlong/Staff

**BY**

Nick Aldworth, Counter Terrorism National  
Coordinator for Protective Security and  
Preparedness (Ret.), United Kingdom





**MEMBERS OF THE BRITISH PUBLIC HAVE NOT BEEN STRANGERS TO TERRORISM AND EXTREMIST BELIEFS.**

Over the centuries, the United Kingdom has been at the vanguard of dealing with extremist views, be those of the Fenian Brotherhood who attacked London and Manchester in the late 1800s or the more recent attacks by followers of other extreme ideologies. The sustained campaign of terrorism by the Irish Republican Army (IRA) was the predominant terrorist threat to the British and Irish people in the 1970s, 1980s, and 1990s. As peace was achieved in the island of Ireland in 1997, the new emerging threat was Al Qaeda, which had already demonstrated its potency by bombing the World Trade Center in 1993 and would soon strike again through its murderous attack on the U.S. Embassy in Nairobi in 1998. Three years later, Al Qaeda would become a global “brand” for its 9/11 attacks on the World Trade Center and the Pentagon; four years after that, Al Qaeda arrived on British shores, murdering 52 people on the London transport system.

Western powers responded by dismantling the totalitarian states that often harboured terrorists, but, in doing so, they also created ungoverned areas in which extremism could flourish. In one such environment, an extreme interpretation of Islam declared a caliphate, and so was born Daesh, also referred to as the Islamic State in Iraq and the Levant (ISIL) or the Islamic State in Iraq and Syria (ISIS).

## A CHANGING ORTHODOXY

Prior to the emergence of Daesh, terrorist organizations commonly held purpose and structure. Attacks were initiated with an intent to achieve some greater “political” outcome. Sometimes dialogue was possible between terrorists and governments. Structure meant communication and networks, both of which became exploitable by police and security entities. Often, a terrorist group would aspire to supremacy by mounting “spectaculars” that required sophisticated planning, again creating opportunities for interception by the security services, as well as being much harder to achieve.

However, the goals of Daesh were much less about territorial or political gain; the organization is driven instead by a desire to perpetuate its perverse interpretation of Islam. In 2014, Abu Mohhamed al-Adnani, a Daesh spokesperson, sought to mobilize radical Muslims by calling for the destruction of nonbelievers through any means possible:

*Kill him in any manner or way however it may be. Smash his head with a rock, or slaughter him with a knife, or run him over with your car, or throw him down from a high place, or choke him, or poison him.*

In the early days of its existence, Daesh was able to call followers from around the world to travel to Iraq and Syria to fight for its cause. Many could not travel, so Daesh exploited global communications networks to direct attacks. Many of those who responded to terrorist commissions had gained experience fighting overseas and were truly dangerous individuals. Daesh became masters of propaganda and were able to project their message across the Internet, having learned from Al Qaeda’s *INSPIRE* “magazine.” Online publications such as *Rumiyah* and *Dabiq* espoused the virtues of Daesh’s interpretation, as

well as giving practical advice on how to commit attacks.

Alongside a proliferation of radicalizing imagery, individuals no longer needed to be part of a terrorist network—they could sit in their own homes and self-radicalize. In short, many became inspired. The need for a central organizing brain ceased, and free-range terrorism was created.

A major bar to becoming a terrorist dropped, and, with it, the lines between truly ideologically driven murder and murder driven by other, more personal motivations have become blurred. People who once just held extreme views now have near unfettered access to an avalanche of information that might harden those views into an intent to cause harm. In the words of Andrew Parker, the director general of Britain’s security service, MI5:

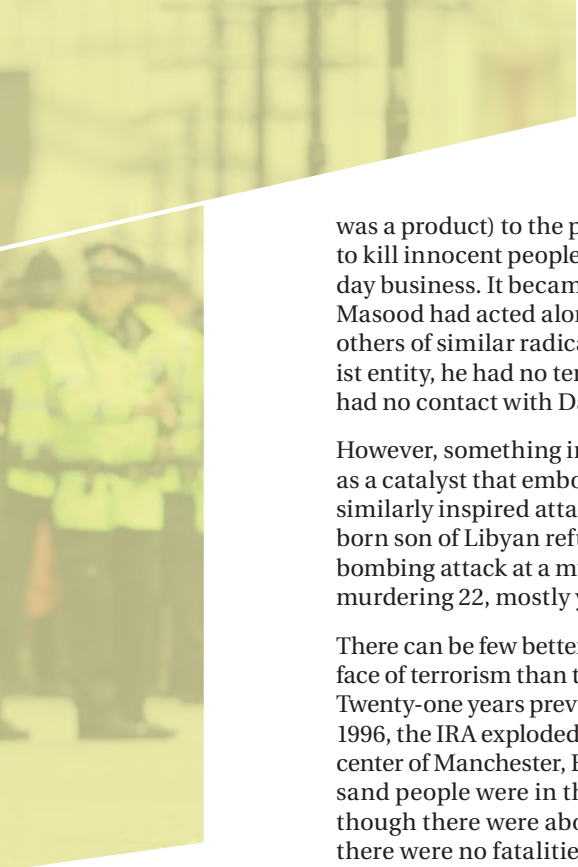
*[The] threat is multi-dimensional, evolving rapidly, and operating at a scale and pace we’ve not seen before. Today there is more terrorist activity, coming at us more quickly, and it can be harder to detect.*

The scale, nature, and pace of terrorism means that much will remain out of view of the security services, awaiting the spark that will drive someone to action.

## 2017—THE START OF A NEW NORMAL

On March 22, 2017, at 2:40 p.m., a petty but violent criminal with extreme (but not unlawful) views mounted the pavement of Westminster Bridge in a rented SUV. Eighty-two seconds later, he had murdered five people, including a police officer guarding the British Parliament. The terrorist, Khalid Masood, was shot dead by another nearby police officer.

As far as can be ascertained, Masood had self-radicalized, working himself into a frenzy of hatred for the Western world (of which he



was a product) to the point that he was prepared to kill innocent people going about their day-to-day business. It became clear, quite quickly, that Masood had acted alone, but had been exposed to others of similar radical beliefs. He was no terrorist entity, he had no terrorist provenance, and he had no contact with Daesh; he was nobody.

However, something in the March 22 attack acted as a catalyst that emboldened others to conduct similarly inspired attacks. On May 22, a British-born son of Libyan refugees mounted a suicide bombing attack at a music concert in Manchester, murdering 22, mostly young, people.

There can be few better examples of the changing face of terrorism than this attack in Manchester. Twenty-one years previously, on Saturday, June 15, 1996, the IRA exploded a 1,500 kg bomb in the center of Manchester, England. Seventy-five thousand people were in the area at the time, and although there were about 200 victims injured, there were no fatalities. The 22 people murdered at the Manchester Arena in 2017, were killed by an explosive device of about 5 kg.

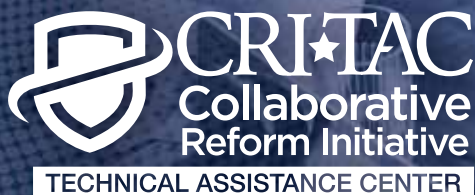
Less than two weeks after the 2017 Manchester attack, on June 3, three individuals drove a rented

van across another London bridge, killing two pedestrians before commencing a rampage of stabbing that left another six people dead and many others injured. The attack lasted eight minutes and ended when all three attackers were shot dead by an armed response unit.

Sixteen days later, a follower of the extreme right wing drove another rented vehicle into a crowd of worshippers leaving one of London's most prominent mosques. Terrorism had shown itself to be the preserve of many ideologies, not just radical Islam.

Along with the failed bombing of a train in September of that year, the British police and security services disrupted several other attacks, some at a very advanced stage of planning and, in at least one case, delivery.

As UK officials reviewed the domino effect set off by the attack on Parliament, it was noted that, in several cases, the individuals perpetrating the attacks had previously come to the attention of the security services but not to a degree that would warrant the intervention of the state. It is the counterpoint to the freedoms that both the United Kingdom and the United States hold



*By the field, for the field*

### The Collaborative Reform Initiative Technical Assistance Center (CRI-TAC), a program of the U.S.

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This project was supported, in whole or in part, by cooperative agreement number 2017-CR-WX-K001 awarded by the U.S. Department of Justice, Office of Community Oriented Policing Services. The opinions contained herein are those of the author(s) or contributor(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific individuals, agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.



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Westminster  
Bridge Attack  
(2017)

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Carl Court/Staff

*The spaces and places in which people live, work, and enjoy democratic freedoms are the very places that terrorists wish to attack.*

dear—respect for those who think differently from us, providing they don't cross quite high thresholds of acceptability. To contextualize this, the number of individuals whom law enforcement would be concerned about is about 2,000. The residual group, from which some of the 2017 attackers emerged, numbers between 20,000 and 30,000.

### **THE NEED FOR A CHANGE IN RESPONSE**

The paradigm shift in the nature of terrorism means the government's primary responsibility of protecting its citizens is no longer achievable through the existing, and very limited, provision of state-owned protective security resources. The spaces and places in which people live, work, and enjoy democratic freedoms are the very places that terrorists wish to attack. These places are so numerous that it is unreasonable to expect the government to provide security everywhere. There are estimated to be about 650,000 crowded

places in the United Kingdom, of which only about 0.2 percent are prioritized to receive direct support from the government's network of counterterrorism experts. The additional locations are not necessarily without security—it is just not provided through direct contact with British Police. Some of this private-enterprise security is exceptional; some is very poor.

To help support all crowded places, the United Kingdom provides good quality advice and training on countering terrorism through the National Counter Terrorism Security Office (NaCTSO) and the Centre for the Protection of National Infrastructure. However, engagement with these entities is limited to a few thousand people a year, and adoption of their advice is entirely discretionary. Some products, such as e-learning, have shown growth, but, with only about 3,000 organizations signed up, there is still an enormous gap between numbers of crowded places and those who feel they would benefit from advice.

The British security industry is one of the biggest, most diverse, and most proficient in the world, but adoption of infrastructure, equipment, and techniques largely remain the preserve of big corporations rather than those who service most of the British public's needs.

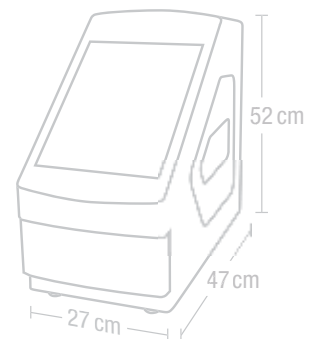
As anybody can become a terrorist, using anything as a weapon against any target, society will need to mobilize to protect itself. The United States is in a much better position to be able to do this than the United Kingdom. While the United Kingdom has some of the strictest gun control regulations in the world, the proliferation of simple terrorism creates vulnerabilities that the government alone cannot mitigate. The balance of security provided by a partially armed police service and a completely unarmed private sector in the face of multidimensional terrorism means that fatalities and injuries will continue to occur, pending the arrival of a response function that can neutralize the threat.



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*Martyn Hett, a victim of the 2017 Manchester Arena attack and the namesake of the proposed Martyn's Law.*

Outwardly, this imbalance doesn't feel right. To redress the balance in favor of the police, there are measures that can be taken to stop or slow terrorist attacks, and it is these that the United Kingdom needs to be more focused on. Along with victims and survivors of terrorist attacks, the author and others are working to persuade the UK government to create a legal duty requiring operators of public spaces and places to be better prepared for terrorist attacks. The measure is being called Martyn's Law in memory of a wonderful young man murdered in the 2017 Manchester attack.

Those who operate the places and spaces in which people live, work, and socialize must take greater steps to ensure the security of their users. It matters not whether these are private businesses or local government authorities, the obligation must be equal and comprehensive.

Martyn's Law should not be onerous or cost-burdensome on British businesses; it's as much about having a plan as it is about mitigating risk. It follows the simple principle that if the orthodoxy of terrorism has changed, so should the response to it.

### Martyn's Law

**Part One:** A requirement that certain sections of the community, spaces, and places, engage with freely available counterterrorism advice and training.

The provision of high-quality advice is available

through the NaCTSO. An award-winning online e-learning package has already been developed in collaboration with business. At its most basic, it is 45 minutes long. Martyn's Law proposes that every venue that hosts any event to which the public has access on payment or otherwise, should have at least 25 percent of their staff trained in counterterrorism awareness. In addition, it proposes that every such venue should have at least one on-duty manager who has received the relevant ACT Awareness training course (ACT Operational or ACT Strategic).

In late fiscal year 2019–2020, it is expected that a UK-wide counterterrorism information sharing platform will become live and will create a portal through which training can be accessed; it will be free at the point of use.

**Part Two:** A requirement for those places to conduct vulnerability assessments of their operating places and spaces.

The proposal suggests that every such place should undertake a vulnerability assessment of the area in which their activity takes place and to which the public will have access or transit through. Online vulnerability assessments are available, and some British insurance providers offer a discount for those businesses that undertake such assessments and then manage any risks that are identified. For medium-sized enterprises, this is likely to offer a significant financial incentive.



However, the proposal also suggests that this is not just the purview of the private sector and that local authorities need to understand the impact such businesses have in the local environment. Local authorities benefit from thriving communities and have a responsibility to be part of the solution. Martyn's Law should require local authorities to collaborate with venue owners in mitigating the "last-mile" risks that evolve from busy and crowded places.

**Part Three:** A requirement for those places to have a mitigation plan for the risks created by the vulnerabilities.

The mitigation of vulnerabilities will often be achieved at no or very low cost. Not every risk requires expensive infrastructure to be built. Good quality security is often good counterterrorism security. For every threat posed, a mitigation has usually been developed, and the advice to achieve mitigation is readily available from multiple public and private sources. The Counter Terrorism Police Information Sharing Platform will provide a portal to this advice.

National and local governments have a role to play here with the provision of a permissive building and



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environmental planning policy. There are still examples of places wanting to mitigate risk but not being permitted to do so by their local building control office.

**Part Four:** A requirement for those places to have a counterterrorism plan.

The UK government's public advice to individuals in the event of a terrorist attack is to run-hide-tell. A number of incidents have shown that when mass gatherings or dense pockets of pedestrians respond to an attack in this way, there is often additional danger and confusion created. Instead, Martyn's Law proposes that places and spaces should have a plan that reflects a responsibility toward large numbers of people potentially panicking. This should reflect the principles of guide-shelter-communicate.

*Guide*—Direct people toward the most appropriate location (e.g., invacuation, evacuation, hide).

*Shelter*—Understand how the place or space might be able to be locked down and used to shelter people within it for several hours.

*Communicate*—Have a means of communicating effectively and promptly with users of the place or space and have staff capable of giving clear instructions. Also, have the ability to integrate with any response or rescue operation by providing things like building plans.

In the same way that a business should have a fire plan, a business should be in a position, with trained staff, to respond effectively to a terrorist attack.


**Part Five:** A requirement for local authorities to plan for the threat of terrorism.

The British Civil Contingencies Act created a requirement for local bodies to convene a multi-agency Local Resilience Forum (LRF). Only very recently has there been any guidance regarding what counterterrorism planning should look like for an LRF, but still no mandate exists to consider this theme. This proposal advocates that LRFs must consider terrorism as a risk and have a local response and recovery plan to a range of threat methodologies.

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## THE FUTURE—BALANCING FREEDOM WITH SECURITY

Those who have spent their lives trying to protect the public don't want to see the United Kingdom become "Fortress Britain." A United Kingdom smothered in bollards, gates, and compounds protected by armed police officers is a very different Britain to the generally open and liberal society that is currently valued. However, the world has changed and so must those protecting it. Finding the right balance will be a challenge for generations of police leaders to come.

Placing protective security on a regulatory footing is a first step. More needs to be done to professionalize private security guard forces. Currently, in the United Kingdom, one can become a licensed security practitioner after just 38 hours of training. This must be altered in order to consider other necessary changes.

Also necessary to consider is whether the right balance in law regarding the use of coercive force exists. In the United Kingdom, only the police may carry batons, less-lethal weapons, and firearms. The police cannot be everywhere, and there is a gap, sometimes tens of minutes, between a violent incident occurring and its resolution by an appropriately equipped police officer.

If anyone can be a terrorist using anything as a weapon against any target, then the reverse must also be true. Everywhere should have people who are properly equipped to deal with those who wish to do harm to others. Changing terrorist orthodoxies must require changing protective security orthodoxies; otherwise, it's a very one-way street. While the author sees no value in relaxing the UK's stringent firearms laws, it feels appropriate to discuss whether it is now time to permit security guards to protect themselves and others with equipment such as batons or CS spray. ♡


### IACP RESOURCES

- *Bomb Threats and Response Model Policy*
- *Radicalization 101*

### theIACP.org

- "Low-Tech Terrorism: The Threat of Vehicles and Vehicle-Assisted Attacks" (article)

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# THE EVOLUTION OF TERRORISM

## CHALLENGES, OUTLOOK, AND STRATEGY

**BY**  
Jay Tabb, Executive Assistant  
Director, National Security  
Branch, Federal Bureau of  
Investigation

**PITTSBURGH. SAN BERNARDINO. CHARLOTTEVILLE. CHARLESTON. THESE TRAGIC EVENTS, NOW SEARED INTO THE HISTORY OF THE UNITED STATES, REPRESENT THE EVOLUTION OF TERRORISM IN THE UNITED STATES.**

Since the 9/11 terror attacks, the terrorism threat landscape has shifted significantly and continues to evolve. The threat posed to the United States has expanded from sophisticated, externally directed plots to attacks conducted by self-radicalized lone actors who mobilize to violence based on international and domestic violent ideologies. This divergence from traditional to nontraditional acts of terrorism creates challenges for the U.S. law enforcement community as it tries to identify and disrupt both international and domestic terrorist plots, as well as hold accountable those who carry out these attacks. As the threat evolves, law enforcement's response must also evolve to combat the actors of today, including considering how federal, state, and local agencies can work together with the communities they serve to mitigate the threat and ensure national security.

### **INTERNATIONAL TERRORISM AND HOMEGROWN VIOLENT EXTREMISTS (HVES)**

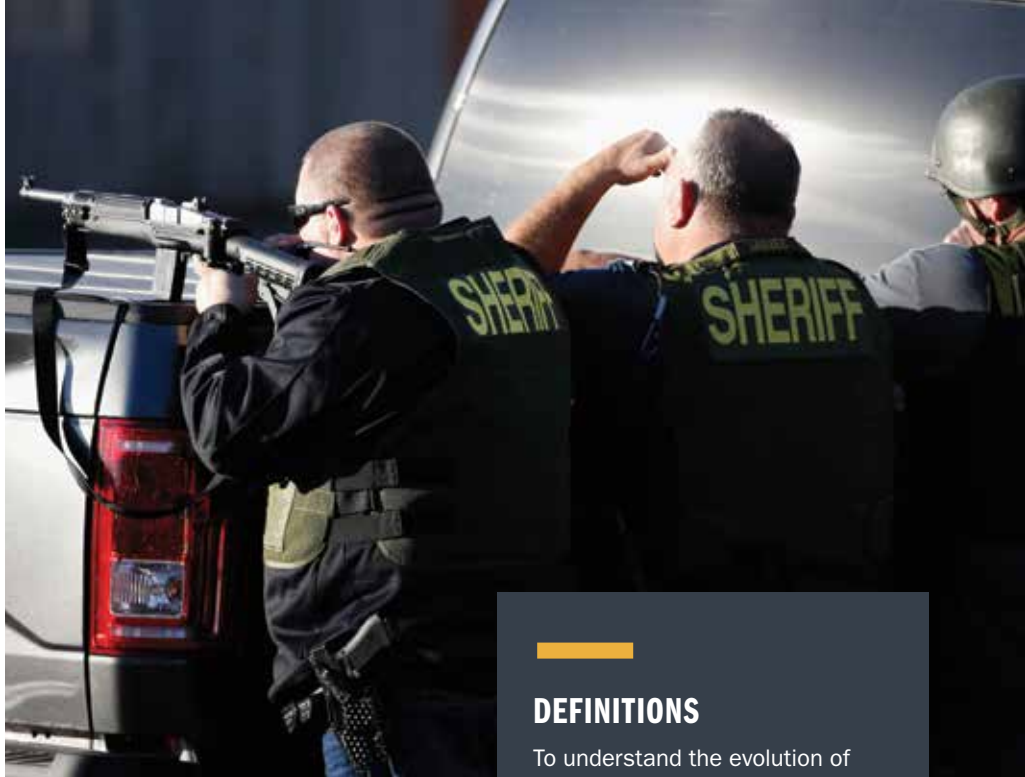
FBI Director Christopher Wray has stated that the primary international terrorism threat to the United States today is homegrown violent extremists (HVEs)—terrorists who are “radicalizing in the shadows.” HVEs fall under the international terrorism umbrella as they are either inspired, enabled,

or directed by foreign terrorist organizations. While groups like Al Qaeda and Al Shabaab still pose a persistent threat to the United States, today's threat of HVEs pose a far more potent threat than ever before. HVEs radicalize quickly and independently and are already on U.S. soil, putting them that much closer to their targets. Since 2014, the Islamic State of Iraq and al-Sham (ISIS) has been encouraging Western followers to conduct attacks on ISIS' behalf on U.S. soil. While the numbers are fluid, the FBI currently has approximately 5,000 open terrorism investigations, and, of these, about 1,000 are HVE investigations operating across all 50 states.

There are no prevailing demographic statistics for HVEs, making them even more difficult to identify. In fact, FBI research has shown HVEs span ages and ethnicities and have varying educational backgrounds and occupations. They are using simple or easily accessible forms of weaponry to carry out attacks, such as guns, knives, and vehicles. HVEs have carried out attacks at schools, sidewalks, landmarks, concerts, and shopping malls. Most are inspired by a mix of ideological factors and personal grievances or setbacks, leading them to eventually erupt into violence. Additionally, social media plays an important factor in HVEs' radicalization and mobilization toward violence. With the pervasive use of social media, it is increasingly likely for lone actors to self-radicalize online through readily available material and rhetoric meant to incite violence. Terrorist groups today use the Internet as an indiscriminate platform to spread propaganda videos and influence beliefs among a greater audience. Those who embrace the



*Suspicious Package Intercepted at NYC Post Office (2018)*  
© Getty Images North America, Drew Angerer/Staff



*San Bernardino Mass Shooting (2015)*  
© Getty Images North America, Sean M. Haffey/Staff

rhetoric of global jihad can then choose to independently carry out attacks.

## DOMESTIC TERRORISM

In addition to the evolving threat of HVEs and international terrorism, domestic terrorists also pose a persistent and evolving threat of violence and economic harm to the United States. As with international terrorism, domestic terrorism actors are increasingly radicalized online, making it difficult for law enforcement to identify and disrupt these actors. Domestic terrorism investigations into U.S. citizens cannot be based solely on membership in a particular group or adherence to a particular ideology—but must be based on suspected criminal activity, acts of violence, or threats of violence. No investigation can be opened based solely on First Amendment-protected activity, including hateful rhetoric and participation in rallies and protests.

In its domestic terrorism investigations, the FBI defines four categories of threats:

1. Racially motivated violent extremism—threats emanating from the belief in a superiority of a race or view that a race is being unfairly subjugated.

2. Anti-government or anti-authority extremism—threats advocating ideology that opposes established government systems, such as anarchistic extremism, militia extremism, or sovereign citizen extremism.
3. Animal rights or environmental extremism—threats arising from the belief that criminal actions are necessary to end cruelty and exploitation of animals and the environment.
4. Abortion extremism—threats from individuals who seek to advance social and political agendas regarding reproductive rights through force, violence, or violation of federal law.

Within the United States in recent years, there have been more deaths caused by domestic terrorism than by international terrorism. There have also been more domestic terrorist subjects disrupted by arrest (see Figure 1).

## CHALLENGES TO LAW ENFORCEMENT

The challenges presented by the emergence of nontraditional terrorism include secluded or online radicalization that

## DEFINITIONS

To understand the evolution of terrorism in the United States through both a domestic and international terrorism lens, one must first understand how the FBI defines these terms.

### International Terrorism:

Perpetrated by individuals and/or groups inspired by or associated with designated foreign terrorist organizations (FTOs) or nations (state-sponsored terrorism). For example, the December 2, 2015, shooting in San Bernardino, California, that killed 14 people and wounded 22 others was carried out by a married couple who were radicalized some time prior to the attack and inspired by multiple extremist ideologies and FTOs.

### Domestic Terrorism:

Perpetrated by individuals and/or groups who commit violent criminal acts in furtherance of ideological goals stemming from domestic influences, such as political, social, or racial bias and anti-government sentiment. For example, the June 8, 2014, Las Vegas, Nevada, shooting, during which two police officers inside a restaurant were killed in an ambush-style attack, was conducted by a married couple who held anti-government views and who intended to use the shooting to start a revolution.

Source: FBI, "Terrorism Definitions."



For additional information, please reach out to your local FBI field office (for domestic inquiries) or FBI legal attaché (for international inquiries) by visiting [FBI.gov/ContactUs](https://www.fbi.gov/ContactUs).

can go unnoticed and the process of radicalization occurring over shorter periods of time. This gives law enforcement a smaller window of opportunity in which to detect and mitigate threats before actors perpetrate deadly attacks. When actors' radicalization to violence happens over the Internet, these individuals are often insulated from investigations, as well as from members of the community who could have otherwise witnessed indicators to violence and alerted the proper authorities.

The charging mechanisms for international and domestic terrorism differ, which can present additional challenges for law enforcement. In an international terrorism case, the federal Material Support to Terrorists statute can be used to charge a subject who provides support to a designated foreign terrorist organization. There is no similar charge for domestic terrorism, as the U.S. government does not designate domestic terror organizations. Therefore, in domestic terrorism cases, the FBI often works with both federal and state partners to charge subjects using other violations, including hate crimes, weapons violations, threats, or other non-terrorism charges.

## CASE EXAMINATIONS

When responding to international and domestic terrorism threats, law enforcement must employ different tools to charge the actors involved. To illustrate, consider two case examples.

### San Francisco Pier 39 Plot

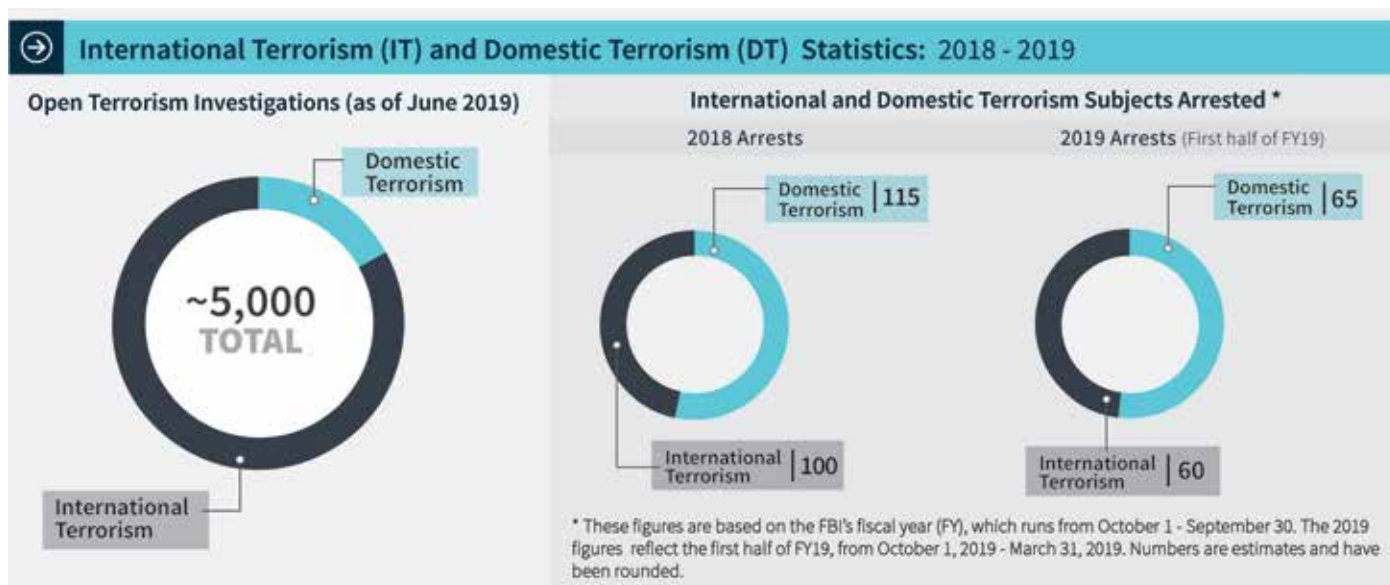
In an investigation and subsequent prosecution of homegrown violent extremist Everitt Aaron Jameson, a dedicated team of special agents,

intelligence analysts, task force officers, and prosecutors disrupted a fast-moving plot by an ISIS sympathizer to conduct a terrorist attack in San Francisco, California, at Pier 39 on Christmas Day 2017. During the course of the investigation led by the Sacramento Joint Terrorism Task Force, Jameson revealed his plan to an undercover employee to attack the San Francisco landmark in the name of ISIS, asking the employee for help obtaining supplies to create assault rifles and ammunition. Strong partnerships with task force officers from various state and local partners were crucial throughout the investigation and prosecution. On December 22, 2017, Jameson was arrested for attempting to provide material support to a foreign terrorist organization, defined under the federal Material Support to Terrorists statute. He pleaded guilty and was sentenced to 15 years in prison with lifetime supervision in August 2018.

### Charlottesville Vehicle Attack

The case of James Alexander Fields Jr., who was charged with first-degree murder for the death of Heather Heyer during the Unite the Right white supremacist rally in Charlottesville, Virginia, in August 2017, demonstrates the difference in investigative and prosecutorial tools available for law enforcement in a domestic terrorism case. The Unite the Right rally itself was protected under the First Amendment rights to freedom of speech and assembly. However, Fields, who was found to have deliberately driven his car into a group of counter protesters, committed a criminal act and was charged with five counts of aggravated malicious wounding, three counts of malicious wounding, and one count of hit and run. He has also been

**FIGURE 1:** INTERNATIONAL AND DOMESTIC TERRORISM, 2018–2019



Source: FBI, DHS, and NCTC, Homegrown Violent Extremism Mobilization to Violence Indicators.



charged with 30 federal hate crimes. Fields' mobilization to violence developed in a drastically short timeline, an indication of the growing challenge law enforcement faces.

## WINNING STRATEGY: COLLABORATION AND SHARING

One of the most important factors to combating the evolving threat—whether posed by homegrown violent extremists or domestic terrorists—is partnership. This includes partnerships both internal and external to the law enforcement community as the field builds bridges and forges trust among private and public entities.

The cornerstone of the FBI's strategy to create partner-enabled resilience to the evolving threat

are Joint Terrorism Task Forces (JTTFs). JTTFs bring “federal, state, and local agencies together on one team, allowing members to leverage one another's skills, authorities, and accesses to prevent and disrupt terrorist attacks across the country.” The JTTF model has become very effective in combating terrorism and there are currently more than 100 JTTFs throughout the United States.

Law enforcement partnerships with private companies can also play a crucial role in combating the evolution of terrorism, specifically the rise of terrorist content on social media. The FBI provides threat overviews and subject matter expertise to social media companies to help them better understand the threat. Strong relationships allow the opportunity for social media companies to alert federal law enforcement about violent content on their sites.

FIGURE 2: EXTREMIST VIOLENCE MOBILIZATION INDICATORS



These two graphics are pages are taken from the 2019 Edition of the FBI, DHS, and NCTC joint product entitled *Homegrown Violent Extremist Mobilization Indicators*. The full booklet is available on the Directorate of National Intelligence website under NCTC Newsroom Resources.

## GLOBAL TERRORISM TRENDS

International and domestic terrorism pose threats to communities and people worldwide. The Institute for Economics & Peace identified some revealing global trends in their 2017 Global Terrorism Index:

- Since 2014, there has been a general shift toward simpler attacks against nontraditional and softer civilian targets.
- Attacks against civilians increased 40 percent between 2014 and 2016.
- Attacks targeting police increased 27 percent between 2014 and 2016.
- The number of terrorism-related deaths in conflict countries decreased between 2015 and 2016 but increased in non-conflict countries, although overall fatalities remain higher in conflict countries.
- Lone actor attacks have increased over the past 10 years, with 58 attacks in Organisation for Economic Cooperation and Development (OECD) member countries during the first half of 2017 alone.
- The countries with the highest lone actor attacks (10 or more over the last decade) are the United States, the United Kingdom, France, Germany, and Belgium.
- ISIS was the deadliest terrorist group in 2016 and killed 50 percent more people than in 2015. The year 2016 was the group's deadliest year ever with ISIS accountable for 9,132 deaths, the majority of which occurred in Iraq.
- Terrorism has fallen significantly in the epicentres of Syria, Pakistan, Afghanistan, and Nigeria, which are four of the five countries most affected by terrorism. The largest improvement occurred in Nigeria, where terrorism deaths attributed to Boko Haram decreased by 80 percent in 2016.

Source: Global Terrorism Index 2017: Measuring and Understanding the Impact of Terrorism (Sydney, Australia: Institute for Economics & Peace, 2017).

Any decision to reduce the dissemination of terrorist content on social media platforms falls to private companies.

Community partnerships at the local level should be an integral part in law enforcement's strategy to combat terrorism as well. Establishing relationships with community members, schools, houses of worship, and mental health partners can help build the "see something, say something" culture. The FBI recently conducted a study on pre-attack behaviors of active shooters in the United States and found that, most of the time, at least one person observed multiple "concerning behaviors" prior to the individual actually mobilizing to violence. When the public is educated on indicators to violence, they then have the ability to report concerning behavior in family, friends, and peers. One of the recent joint initiatives between the FBI, the Department of Homeland Security, and the National Counterterrorism Center was the creation and publication of *Homegrown Violent Extremist Mobilization Indicators*. This informative and publicly available guide can help individuals recognize and report indicators prior to violence.

Utilizing intelligence is also a critical factor in combating nontraditional terror attacks. At the FBI, leveraging intelligence capabilities starts at the FBI Academy in Quantico, Virginia, where new intelligence analysts and special agents learn side-by-side throughout their initial training. This integrated training prepares special agents to utilize their intelligence counterparts in investigations throughout their careers. At the JTTFs, intelligence personnel are embedded with investigators to enhance "connecting the dots" in

investigations and to facilitate information sharing with local and state partners.

Recognizing that the terrorism threat is a global phenomenon, the FBI is committed to cultivating strong partnerships within the U.S. intelligence community and with global intelligence and law enforcement agencies, recognizing the importance of bilateral communication channels in efforts against terrorism. These partnerships are imperative in the FBI's ability to identify terrorists and terrorism plots originating overseas before they are able to culminate in acts of violence on U.S. soil. The FBI works diligently to maintain relationships with principal law enforcement, intelligence, and security services around the globe, in part through its 63 legal attaché offices. These relationships help ensure a prompt and continuous exchange of information, which is pivotal to neutralizing the terrorism threat long before it reaches U.S. borders.

## CONCLUSION: THE FBI'S COMMITMENT TO COUNTERING TERRORISM

Terrorism in all its forms—regardless of its ideological motivation or its domestic or international nexus—remains the FBI's top priority. Although the evolution of the terrorist threat in both the international and domestic arenas poses challenges to law enforcement, the FBI and the greater law enforcement community have proven resourceful in meeting those challenges and combating the threats of today. The FBI encourages its federal, state, and local partners to contact their nearest FBI field office to become involved in the

## THE FBI'S DOMESTIC TERRORISM-HATE CRIMES FUSION CELL

The recent attacks in El Paso, Texas; Dayton, Ohio; and Gilroy, California, underscore the continued threat posed by domestic violent extremists and perpetrators of hate crimes. The El Paso investigation is being supported by the FBI's Domestic Terrorism-Hate Crimes Fusion Cell, which was established in spring 2019. The fusion cell melds together subject matter experts from across disciplines in the FBI as a holistic solution aimed at preventing further attacks and fully leveraging all available federal statutes for prosecution. The men and women of the FBI continue to work tirelessly in the pursuit of justice for the victims of these crimes and to prevent further attacks on the United States.

local JTTF. Recognizing personnel and resource limitations, there are multiples levels of participation in the JTTFs, ranging from having an officer check in once a week to embedding full-time task force officers. Additionally, it is vital for the law enforcement community to continue to cultivate relationships with the public it serves. Community partnerships can be utilized to share available resources, such as the *Homegrown Violent Extremist Mobilization Indicators* booklet, and work to encourage a “see something, say something” attitude.

The FBI is committed to remaining vigilant and agile in order to recognize the threats of tomorrow and stay ahead of emerging threats. The FBI will continue to work side-by-side with its law enforcement and intelligence agency partners, as well as with private sector and community partners, utilizing all available resources to ensure the people and interests of the United States are protected from terrorism. ♡

### IACP RESOURCES

- Lone Terrorists
- Homegrown Violent Extremism (awareness brief)

theIACP.org

- “Social Media and the Homegrown Terrorist Threat” (article) [policechiefmagazine.org](http://policechiefmagazine.org)

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# 40 UNDER 40



The annual IACP 40 Under 40 Award recognizes 40 law enforcement professionals under the age of 40 from around the world who demonstrate leadership and exemplify commitment to their profession. The dedicated law enforcement professionals selected for the

2019 IACP 40 Under 40 award are current and up-and-coming leaders. They serve every day as crime analysts, special agents, troopers, chiefs, commissioners, lieutenants, and captains, among other roles, and they represent all types and sizes of law enforcement agencies, including state, local, federal, and military. These extraordinary leaders are driven by their commitment to improve their agencies and the personnel they work with. Regardless of rank, these law enforcement professionals have dedicated their careers to raising the bar for their communities and for those who serve their communities. These role models improve themselves by focusing outwardly on advancing those around them. They make sacrifices to ensure that their agencies and their peers are serving at their very best.

Despite the numerous awards and accolades many of these individuals have already received, all of the 40 Under 40 awardees have emphasized that they are only one part of a team that is responsible for those accomplishments. The 40 Under 40 award winners know that, in order to truly improve the world that they live in and serve, they have to strive to improve

their departments and those they work alongside. They understand that, especially in the law enforcement field, collaboration is vital for improved services.

Each winner was chosen for his or her demonstration of strong values and commitment to the law enforcement field. The winners began a career in law enforcement to protect people, especially those who cannot protect themselves. They emit positivity, genuine concern, and compassion, despite the challenging circumstances that all law enforcement personnel face. They lead by example by providing training and mentorship for others, serving as role models, developing more effective methodologies for their departments, and taking advantage of every opportunity to build up those around them. The awardees have capitalized on their successes to improve their communities through community service, philanthropic programs, outreach, and education. They go beyond their roles in the law enforcement field to improve their communities in an effort to make the world a better place for their loved ones, the public, and future generations. ♡

**The IACP is proud to recognize the following law enforcement professionals through the 40 Under 40 award.**



**Ahmed Alhassani**  
*First Lieutenant*  
 Sharjah Police General  
 Headquarters, UAE  
**AGE: 32**

**FIRST LIEUTENANT AHMED ALHASSANI** aspired to join the law enforcement field from a young age to be in a position to give back to his country by serving the United Arab Emirates in its strategic goals. To do so, he remained goal oriented and disciplined, which are skills instilled in him by his role model—his father. First Lieutenant Alhassani began his career by graduating in the top of his class and with honors from the police academy. He continued to excel in his career after joining the Sharjah Police General Headquarters in 2013.

His commitment to ensuring that departmental processes and strategies adhere to national and global standards of quality and excellence has been exemplary. While acting as a member of the team representing and responsible for the organization's key strategic indicators, First Lieutenant Alhassani developed a strategic training plan for employees within the institution, equipping them to meet the targeted performance indicators for the Ministry of Interior by using best practices in management and strategy. He also studied and reshaped the training evaluation process and was honored by the Minister of the Interior for his contributions.

First Lieutenant Alhassani holds a true passion for his career in law enforcement, finding fulfillment and motivation in the opportunity to have an impact in the community and to contribute to his country.

“  
 I have always  
 felt supported by  
 my country and  
 government, and  
 my career in law  
 enforcement allows  
 me to be responsible  
 for safeguarding it.  
 ”



**Morgan Kyle**  
*Corporal*  
 Royal Canadian Mounted  
 Police, Alberta  
**AGE: 32**

**CORPORAL MORGAN KYLE** was raised in a police family. Both her father and grandfather were members of the Royal Canadian Mounted Police, and she followed in their footsteps, motivated by the opportunity to help others and make them feel safe in their community.

Corporal Kyle has demonstrated leadership and initiative within her detachment, which serves a large indigenous population. She has risen to the challenge of policing this specific area and has built substantial relationships with community members and indigenous band leadership.

Her dedication to serving this population was exemplified by her work on implementing the Hub Model, which focuses on early, multidisciplinary preventative intervention in places of elevated risk, to reduce gang violence among the indigenous communities. When the program proved to be outside some bands' budgets, Corporal Kyle and a coworker created and facilitated a Hub training program that was offered free-of-charge to the First Nations communities, meeting an important need for the communities and at-risk families. This drew attention both within Alberta, as well as in other regions, including internationally, and she has provided consultation and guidance to other agencies seeking to implement the model.

Corporal Kyle also encourages community youth to participate in the Soaring Eagles Youth Camp, a week-long camp designed to introduce them to careers in policing.

“  
 I am motivated by the  
 people we serve. I  
 am proud to be a  
 role model to other  
 police officers, as  
 well as to individuals  
 in the community.  
 ”



### Noah Pack

*Trooper*  
Massachusetts State  
Police

**AGE: 34**

**TROOPER NOAH PACK** joined the Massachusetts State Police (MPS) in 2011 after graduating from the rigorous academy at the top of his class as the Honor Graduate. He has distinguished himself as a dedicated and tenacious leader.

Trooper Pack served for two years as a patrol trooper where his knowledge and understanding of law and procedure led him to become a field training officer. He then served on a Community Action Team, to create positive interactions, build partnerships, and address community crime concerns in vulnerable areas, for which he received commendations for his efforts in heroin reduction. In 2016, Trooper Pack joined the Detective Unit and focused his efforts on homicides and major cases. Within a year, he had closed the national high-profile unsolved homicide of Lisa Ziegert, who was murdered in 1992.

As a part of the MSP Detective Unit, Trooper Pack believes that it is the unit's responsibility to share knowledge through training and collaboration with local partners. He has created a quarterly outreach and training program for 23 local partner agencies. He is also an advocate for training advances within his own unit, where he led the development of a training program for detectives that covers topics including interviews and interrogations, crime scene processing, and firearms and ballistics investigation. Trooper Pack additionally led a project to redesign the detective unit office facility and obtained the funding and support to build employee exercise facilities to support officer fitness.

“  
I am proud to speak for those who cannot speak for themselves, to protect those who cannot protect themselves, and to stand with those who cannot stand on their own.  
”



### Simon Baldwin

*Senior Researcher*  
Royal Canadian Mounted  
Police, Alberta

**AGE: 35**

**SENIOR RESEARCHER SIMON BALDWIN** began working with the Royal Canadian Mounted Police (RCMP) as a student and progressed to be the leading researcher on officer safety issues. He has helped to develop numerous programs including School Action for Emergencies (SAFE), a computer application that contains emergency response plans for schools across Canada to help officers respond to critical incidents in schools.

Senior Researcher Baldwin is motivated to provide the same opportunities that he was afforded as a student with RCMP to upcoming students. Over the past 12 years, he has been able to bring about 40 students into the RCMP to work on meaningful initiatives that have resulted in many tangible improvements for frontline officers. He is now furthering his own education as a PhD candidate in the Police Research Lab in the psychology department at Carleton University.

Along with influencing individuals to pursue further education, he oversees the reporting of use-of-force, officer-involved shootings, and in-custody deaths for the organization and uses these data to develop evidence-based improvements to operational policy, training, and equipment. One of his accomplishments is the development of an operational research unit, composed of 22 employees, including 16 undergraduate and graduate students, as a collaborative research partnership with Carleton University's Police Research Lab.

“  
My position affords me the ability to provide the evidence to above all else, improve officer safety and reduce the risks posed to frontline officers.  
”





### Michael Hannah

*Captain*  
Milwaukee County  
Sheriff's Office, Wisconsin

**AGE: 35**

**CAPTAIN MICHAEL HANNAH** sets high standards for himself and his subordinates by being unstoppable despite any obstacles, pressures, or demands that would potentially derail others. He believes that leadership is not about the title, but about persuading others to follow along in the journey. For the 11 years that he has been with the Milwaukee County Sheriff's Office, his leadership has shined through during his training sessions, which he provides not only for new recruits, but also to the CERT (Community Emergency Response Team) inside the jail. Captain Hannah is motivated by the opportunity to train both new and veteran officers; he is most fulfilled when sharing his knowledge and watching others grow to accomplish their goals.

In 2018, he was appointed as jail CERT commander; he is currently also the head of the jail's discipline housing unit and the special management team. Because he is a state-trained Principals of Subject Control instructor and a Certified Wellness instructor, Commander Hannah regularly instructs the correctional staff to maintain compliance with the state of Wisconsin.

Alongside his training, he also received a Milwaukee County Sheriff's award for coordinating a successful fundraiser which generated goodwill with area agencies and raised over \$3,000 for MCSO special events. He also acts as a basketball coach at his 10-year-old son's school in his spare time.

“  
I chose to make law enforcement my career because I not only want to make a difference, but be the difference every day.  
”



### Matthew Johnson

*Acting Assistant Chief*  
University of Maryland,  
Baltimore Police  
Department

**AGE: 35**

Dedicated to integrating the University of Maryland, Baltimore Police Department into the community, **ACTING ASSISTANT CHIEF MATTHEW JOHNSON** strives to positively represent the police profession. He has been instrumental in creating the Community Engagement Academy, giving university staff, students, and faculty and members of the community an opportunity to learn more about officers' roles in the community. Acting Assistant Chief Johnson emphasizes transparency as he and his fellow instructors teach the public about the successes, failures, and goals of the agency.

Acting Assistant Chief Johnson was a partner in planning an implementation of the Law Enforcement Assisted Diversion (LEAD) program, which seeks to reduce community harm associated with drug use and behavioral health conditions. He recognized that LEAD offered law enforcement an opportunity to shift the paradigm from correctional measures and toward a public health response to behavioral health. Since LEAD was implemented in 2017, the program has been further developed in coordination with Behavioral Health System Baltimore (BHSB), the Baltimore Police Department (BPD), the Office of the Public Defender, and the state attorney's office.

Acting Assistant Chief Johnson transformed the department's social media accounts, increasing their following by greater than 25 percent in three months and led fundraising events such as a Fourth of July Cookout, the Special Olympics Polar Bear Plunge, and a departmental Christmas party.

“  
I am motivated by being able to represent not only my department, but all law enforcement, when I have interactions in the community where I can make people smile and understand that we care.  
”



### William Walsh

*Lieutenant*

Voorhees Police  
Department, New Jersey

**AGE: 35**



### Justin Haag

*Sergeant*

Town of Cheektowaga Police  
Department, New York

**AGE: 36**

**LIEUTENANT WILLIAM WALSH** entered the law enforcement profession at age 16 when he became a police dispatcher. He is passionate about both serving his community and aiding his fellow officers and is recognized as a trusted colleague and committed leader.

Lieutenant Walsh has learned firsthand the dangers of mental illness and emotional distress within the law enforcement community through the suicide deaths of two fellow officers, as well as witnessing a member of the public take his own life. These tragedies inspired the focus of his graduate and postgraduate studies, and he developed curricula to help bring attention to improving the health and wellness of the law enforcement community. His commitment can be seen in his officer health and wellness courses, which are currently taught in New Jersey police academies and presented to law enforcement and corrections agencies and organizations. He also spoke on support systems for officers at the 2017 IACP Annual Conference. Lieutenant Walsh feels a strong calling to mentor the next generation of officers as an adjunct criminal justice professor and police academy instructor. He continues to inspire other officers to further their studies.

Lieutenant Walsh also gives back to the community, most notably by developing his community's first citizen's police academy, designed to educate residents and dispel myths by shedding light on topics such as deadly force, police distress, the investigative process, and internal affairs.

“  
I have not stopped asking questions about how our profession can do better for the communities we serve, for each other, and for our families and support systems at home.  
”

**SERGEANT JUSTIN HAAG**, a proven leader who combines his military experience and passion for community service to assist the Cheektowaga Police Department, draws motivation from the 48 lives lost within his battalion while he served as a sergeant in the U.S. Marine Corps. His drive to do the right thing exists in all facets of his life, including as a police officer, youth mentor, community organizer, father, and husband.

Sergeant Haag is a cofounder of the Blue Bridges Initiative, a volunteer organization created for police department members to volunteer in local schools and in the community to bridge the gap between police officers who patrol the streets and the youth who live in the various neighborhoods around the town. Nearly 40 different officers consistently volunteer with the program, accumulating hundreds of community service hours interacting with the children in the community.

In addition, Sergeant Haag uses his mental health certification to instruct courses on CIT and mental health issues for veterans at the academy and at in-service trainings throughout the county. Sergeant Haag was awarded a distinguished conduct medal for wresting a gun from the grasp of a suicidal male. This incident shaped his views on police and mental health interactions, leading him to instruct with the Erie County Crisis Intervention program. His willingness to share his experiences and to assist in any way he can make him an inspirational leader throughout the department.

“  
I wanted to be a law enforcement officer to be there for the community in times of need, to stand up for victims, to let no one live in fear, and to be the person called upon to find and bring to justice those who endanger others and violate the law.  
”



### Shannon Holubetz

*Police Commander*  
Vernon Hills Police  
Department, Illinois

**AGE: 36**

**POLICE COMMANDER SHANNON HOLUBETZ** joined the law enforcement profession in 2005 and has been a rising leader in the Vernon Hills Police Department ever since. Upon witnessing the historic 9/11 attacks and losing a cousin in one of the hijacked aircrafts, Commander Holubetz committed himself to restoring confidence in the United States' safety and security. He had an immediate appreciation for the idea that law enforcement professionals had the ability to instill and perpetuate feelings of safety in a community.

Commander Holubetz has sought out and successfully navigated changing assignments of increasing responsibility. After serving three years as sergeant, he was promoted to police commander in 2018 and has demonstrated a commitment to the development of his subordinates within the department. As the Field Training Officer (FTO) program coordinator, he conducted research and sought additional training for himself and the members of the FTO staff. His efforts and dedication to new officer development have not only brought immediate success but will have a lasting impact as the new generation of Vernon Hills police officers join with the proper foundation and support. He has also been responsible for researching and leading the agency's adoption of new technologies and innovations.

Commander Holubetz has recently begun his candidacy for a doctor of education degree with the goal of bringing greater innovation to field training and overall police training. He has received numerous honorable mentions and commendations, and his characteristics and skills have earned him a place on his agency's senior leadership team.

“  
What motivates me, in short, is playing a role in ensuring that caring and compassionate policing is engrained in successive generations of police officers.  
”



### Maryam Alhashmi

*Captain*  
Fujairah Police General  
Headquarters, UAE

**AGE: 37**

In 10 years with the Fujairah Police General Headquarters, **CAPTAIN MARYAM ALHASHMI** has made great achievements and obtained several certificates of distinction and honors for her outstanding services. Captain Alhashmi was the first officer in the position of Head of Criminal Investigation Department of Cybercrimes in the Ministry of Interior in the United Arab Emirates from 2011 to 2015. In this position, she took part in the discovery, seizure, transfer, and resolution of 95 percent of the cases in the field of cybercrimes and human trafficking. She was also the first female officer to have a leadership position as the Head of Quality Section of the Fujairah Police, where she initiated and monitored more than 1,000 key performance indicators, leading to a 100 percent community satisfaction rate according to an outside survey.

Captain Alhashmi has served as a change agent at her agency, overseeing the implementation of new projects and technologies, including small security cameras. Because of her leadership and investigative skills, Captain Alhashmi has won 10 local, regional, and international awards, including some from IACP and 12 medals for career excellence.

Her hardworking mentality also applied to her education as she earned a Doctoral in Business Administration. Captain Alhashmi has also become a certified European Foundation for Quality Management Assessor (EFQM) and the head of Certified Internal Auditors (CIA) for ISO standards.

“  
Policing focuses mainly on enhancing security and safety for the community and people, making it one of the best professions to work in to provide service and help for society.  
”





### Ashley Bautista

Senior Community Outreach Specialist

Ventura Police Department, California

AGE: 37



### Sarah Boyd

Public Relations/Media Specialist

Kansas City Police Department, Missouri

AGE: 37

In a time where the U.S. narrative of policing is challenged, **SENIOR COMMUNITY OUTREACH SPECIALIST ASHLEY BAUTISTA** strives to change that narrative in Ventura, California. She entered her career because she recognized the outstanding work of police officers in Ventura and knew the stories of their courage, bravery, and good works could shape a more positive narrative.

Outreach Specialist Bautista has used her many skills to completely transform how the Ventura Police Department interacts with the community. Her innovative and creative approaches toward informing, educating and engaging with community members have enhanced the department's effectiveness and relationships. She has used social media successfully to help the agency communicate with the public during many critical incidents, including a major fire and tragically a fatal stabbing.

She has also worked to improve internal morale by celebrating the officers' work to help them feel appreciated. Additionally, she partnered with the department's foundation and businesses to equip all officers with specialized ballistic vests. In return, officers show their support by participating in outreach efforts and supplying images and stories that are shared on the agency's social media.

Her main goal is to build relationships so her community is better, stronger, and safer—and her work has changed how the community interacts and views the police department.

“ I have put my heart into what I do because I am motivated to prevent crime; motivated to apprehend suspects, who continue to victimize the most vulnerable; and motivated to change the negative perceptions about police officers.

”

**PUBLIC RELATIONS SPECIALIST SARAH BOYD** has been employed by the Kansas City Police Department for the past 12 years. At the beginning of her career, social media use in policing was uncommon; therefore, she was tasked with developing and building the social media presence of the agency. She has worked with platforms such as Twitter, Facebook, YouTube, Nextdoor, Chief's Blog, and Instagram. Within 10 years, she built a Twitter following of 233,000 in a city of about 475,000 residents. Public Relations Specialist Boyd built this following through years of continued responsiveness and innovative engagement methods. Her development of the “tweet-along” program became a model for departments everywhere to use Twitter to engage with the community.

Recognized as a vice chair on the Public Information Committee for the Major Cities Chiefs Association, she has been invited to share her knowledge and experience at conferences around the United States and to serve in a consulting role for other police departments. She also instructs weekly internal social media trainings in order to teach social media use and community engagement enhancement to nearly 1,400 sworn officers.

Originally a crime and education newspaper reporter, Public Relations Specialist Boyd was drawn to the law enforcement profession due to the observations and stories she received from the community's officers while reporting. She believes that the foundation of trust the agency has built through efforts such as promoting events or posting on social media has prevented the dissension, violence, and rioting experienced in other cities, creating a safer environment for everyone to work, live, and play in.

“ Our city is safer when the public trusts the police. Every day, my goal is to build and enhance that trust.

”



**Kevin Carey**  
*Chief of Police*  
 Collingswood Police  
 Department, New Jersey  
**AGE: 37**

**CHIEF KEVIN CAREY** has been at the forefront of reorganizing and reenergizing the Collingswood Police Department. Since being promoted to chief, he has made great efforts to develop a relationship with staff in the police department, the Collingswood school district, and the community. He is well known and well liked by the agency's employees and considered accessible and committed by the residents of Collingswood.

From a young age, Chief Carey was drawn toward helping others and found pride in his ability to empathize with others to make them comfortable. These attributes have served him in his position as police chief and have grown into a passion to make societal change by inspiring others. Some of his accomplishments include modernizing and reorganizing the department in order to maximize efficiency and save costs to focus on and build community outreach programs. These programs include, for example, a chaplain program for residents and officers who experience trauma, an addiction counseling intervention program, Coffee with a Cop, and the agency's first L.E.A.D. program for fifth-grade students. He also reestablished CIT training for Collingswood officers. Chief Carey views engaging with the community an essential part of furthering the agency's mission.

“  
 The greatest gift in the world is injecting some positivity into someone's day, whether it be a simple wave and hello in the morning or being tasked with restoring calm on someone's worst day.  
 ”



**Chris Clark**  
*Chief Special Agent*  
 Alabama Ethics  
 Commission  
**AGE: 37**

**CHIEF SPECIAL AGENT CHRIS CLARK** has changed the historic mind-set and reputation of the Alabama Ethics Commission's investigative abilities within the law enforcement community by molding a new team, for which he recruited talented investigators and detectives from diverse backgrounds across Alabama. Because of his efforts, the investigative division is now known for their superior investigative abilities. The team has undertaken complex white-collar crime and public corruption investigations, resulting in indictments, prosecutions, and convictions. Chief Clark aims to protect citizens from public officials and employees who seek to use their positions and power for personal benefit.

Chief Clark began his investigative career as a financial crimes investigator at the Gardendale Police Department. Four years ago, Chief Clark was given the opportunity to lead the newly formed White Collar Crimes and Public Integrity Unit for the Jefferson County District Attorney's Office. While in this position, he began an effort to organize law enforcement to combat organized financial crime groups traveling in Birmingham, Alabama. This unit, the Multijurisdictional Financial Crimes Task Force, included local, state, and federal partners who investigate organized financial crimes.

Chief Clark also worked with the Alabama Legislature to craft an asset forfeiture law. He has been recognized for his investigative and performance excellence through multiple awards and commendations.

“  
 I am proud to be a part of a profession that is held to a higher standard. I am proud to be among a community of people from diverse backgrounds that all share the common goal of holding those accountable who violate the public trust.  
 ”



**Belinda Joseph**  
*Lieutenant/Officer in Charge of Internal Affairs*  
 Los Angeles Airport Police, California  
**AGE: 37**

**LIEUTENANT BELINDA JOSEPH** is a 12-year veteran of the Los Angeles World Airports Police (LAWA) where she serves as the officer in charge of the Internal Affairs Unit. Lieutenant Joseph is the first Indo-Fijian female sworn officer to join the department's cadre of over 530 sworn officers, as well as the first Indo-Fijian officer to be promoted to the rank of lieutenant.

Lieutenant Joseph has a proven track record of working in collaboration with other public safety agencies at the federal, state, and local levels. She is a former member of the Homeland Security Investigations Task Force, where she acted as a liaison between multiple federal and state agencies for joint-partnership investigations.

As a detective, a rank she earned after only three years of being on the job, she led a complex and extensive investigation that resulted in the recovery of currency and stolen property valued at over \$150,000 and the arrests of those responsible. She has attended more than 100 training courses ranging from Women Leaders in Law Enforcement to Executive Leadership Institute to Internal Affairs training courses.

Lieutenant Joseph has implemented the first paperless system for submitting personnel complaints within her agency, the end result of a yearlong, five-phase process. A proven leader who exemplifies professionalism and compassion, she is also a mentor in LAWA's NextGen Mentorship Program, in which experienced leaders mentor the next generation of leaders.

“  
 Law enforcement is a rewarding profession, and I am very proud to be part of such a challenging career in today's era.  
 ”



**Kyle Nall**  
*Captain/Academy Commander*  
 Kentucky State Police Academy  
**AGE: 37**

**CAPTAIN KYLE NALL** is a leader who continually asks how he can better serve his subordinates within the Kentucky State Police. Within two years of becoming the academy commander, he instituted innovations that impacted new recruitment strategies, improved upon the training curriculum, and influenced the lives of those he encounters. Under his leadership, the training academy is now a CrossFit affiliate, and he created the Hero Workout of the Day initiative to honor the department's 31 fallen troopers. The 31 workouts correlate with the service of the fallen officers.

Captain Nall was also instrumental in leading the agency's associate degree program. With this program, a hired trooper who has not obtained an associate degree can achieve one during the 24 weeks of recruit training. The degree is achieved through a SACS-accredited institution and is transferable to any state college or university. Leading by example, Captain Nall went with the cadets in the program to every college class to ensure the program ran smoothly.

He was also the recipient of a congressional commendation and a commissioner's commendation in 2009. Also, in 2009, Captain Nall was awarded as Trooper of the Year for Post 1. Although he cherishes these awards, the pivotal moments in his career are when someone thanks him for making an impact on their lives and being a leader.

“  
 I am motivated by my desire to have a lasting, positive impact on society, on the agency, and on all of those with whom I am blessed to encounter in my career.  
 ”





### Kerry Sireheti

*Inspector*

Royal Solomon Islands  
Police Force

**AGE: 37**

**INSPECTOR KERRY SIREHETI** is a senior member within the Royal Solomon Islands Police Force (RSIPF) and is well-known among his peers for his leadership capabilities and energetic attitude. Throughout his 16 years with the police force, Inspector Sireheti has served in various units, including general policing, traffic, investigations, and close personal protection; he was also a member of the tactical operations team. He currently serves as the officer in charge for the Police Response Team (PRT).

Working in a developing country where resources and opportunities are rare, Inspector Sireheti has proudly represented the RSIPF with the United Nations in Sudan, allowing him to gain an intimate knowledge of working in partnership with various nations. He was also assigned to lead a team of four PRT operators to work with the U.S. JPAC mission team to conduct the recovery and excavation of the unaccounted American remains in the Tenaru and Barana communities. In 2019, he led a multifaceted deployment to respond to a border incursion at the request of the commissioner of the RSIPF. Despite his personal cultural and family ties to the village that crossed the border, Inspector Sireheti maintained a professional and ethical stance and led the arrests of the offenders.

His policing career is the fulfillment of Inspector Sireheti's desire to make an impact in the community. In addition to supporting the community, he also leads, mentors, and supports his leadership team and assists with the development of future RSIPF leaders.

“ I spend my days protecting and serving my local communities... I end each day knowing that my time and talents are being well spent. ”



### Jeffery Carroll

*Assistant Chief of Police*

Metropolitan Police  
Department, Washington,  
DC

**AGE: 38**

**ASSISTANT CHIEF JEFFERY CARROLL** entered the law enforcement profession in order to improve his community and help people in need. He enjoys going to work each day because of the opportunity to fulfill a childhood dream, as well as a desire to address new challenges daily. He has rapidly risen through the ranks at the Metropolitan Police Department (MPD), including roles in patrol, the Homeland Security Division, and Special Operations Division. While working in patrol, he was responsible for operations in one of seven police districts, where he successfully managed approximately 375 sworn members.

Known for his energy and passion to keep the U.S. capital safe and resilient, Assistant Chief Carroll provides extensive experience in coordinating security at some of the United States' largest events. These skills were implemented in the preparation for the 2017 Presidential Inauguration and the 2017 Women's March on Washington. In 2018, he coordinated and spearheaded many major events, including the Washington Capitals Stanley Cup Championship Parade, George H.W. Bush's funeral procession, and the Major League Baseball All Star Game. As a result of Assistant Chief Carroll's leadership and expertise in coordinating complex, large-scale events, the MPD and partner agencies were well prepared, professional, and respectful while keeping the community safe.

Assistant Chief Carroll has received a number of awards from his agency and community organizations. He is continually motivated by the challenge of the field and the opportunity to positively affect the lives of others.

“ Each day I hope to have a positive impact on the lives of other people and serve as a positive role model for my children by demonstrating the importance of public service. ”



**MaQuade Chesley**  
*Chief of Police*  
 Mesquite Police  
 Department, Nevada  
**AGE: 38**

**CHIEF MAQUADE CHESLEY** realized he wanted to pursue law enforcement after participating in a two-year full-time service mission in Tijuana, Mexico. During this time, he witnessed the negative effects of crime on a community. This experience made him understand the need for an effective criminal justice system and gave him the desire to be a part of the solution.

The youngest police chief in Mesquite history, Chief Chesley succeeded in each position he has held—including patrol, SWAT, PIO, sergeant, lieutenant, and captain—which he credits to his drive to effect positive change. As a patrol sergeant, he led his team to focus on drug offenders, resulting in more than 100 felony drug arrests in six months. In addition, while serving as a sergeant, Chief Chesley noted a gap in the department's social media outreach and voluntarily took on the role of PIO to increase the department's positive exposure and connect with the community.

As a chief, he has updated the recruitment requirements to expand the department's pool of candidates and directed the department to focus on community-orientated policing. Chief Chesley believes that officer safety is tied to wellness; as a sergeant, he established a department fitness center. As chief, he expanded the program to include an on-duty officer meditation program and annual mindfulness therapy. Chief Chesley has always pushed the boundaries and believes that law enforcement professionals can do and be better.

“  
 My mind-set of  
 people first, mission  
 second has allowed  
 me to mold officers  
 with a motivation  
 to generate the  
 best quality-of-life  
 opportunities for our  
 employees and the  
 community.  
 ”



**J. Andrew Lloyd**  
*Sergeant*  
 Delaware State Police  
**AGE: 38**

**SERGEANT J. ANDREW LLOYD's** decision to join the Delaware State Police (DSP) stems from a childhood dream to help others and his experience with the Odessa Volunteer Fire Company. At the age of 14, he became a leader in the fire company and commander of critical incidents, working alongside police officers. The professionalism, leadership, self-sacrifice, and commitment to community service that the Delaware state troopers possessed inspired Sergeant Lloyd to enter the law enforcement profession. During his undergraduate studies, he was employed as a 911 call operator and fire/EMS dispatcher, solidifying his decision to become a Delaware state trooper.

Since arriving in the Criminal Investigations Unit, Sergeant Lloyd has supervised three squads that have reached exceptional achievement levels. In 2014, he led the undercover drug unit to initiate a long-term investigation, resulting in the dismantling of a violent heroin distribution organization operating within the area. In the end, 44 defendants were indicted for 390 drug-related charges. In 2018, the robbery squad under his supervision cleared more than 60 percent of the 150 robberies impacting New Castle County. Throughout his career, Sergeant Lloyd has been recognized with numerous awards and commendations including DSP Trooper of the Year.

Sergeant Lloyd's desire to lead and support others extends beyond his law enforcement responsibilities. He is actively involved in youth sports, Special Olympics of Delaware, the volunteer fire service, and the Delaware State Troopers Association.

“  
 My motivation is  
 harvested through  
 mentoring and  
 coaching others,  
 being innovative,  
 leading a team, and  
 learning new things.  
 ”



### Michelle Mosher

*Corporal*  
Royal Canadian Mounted  
Police, Alberta

**AGE: 38**

**CORPORAL MICHELLE MOSHER** is in charge of the Caribou Child and Youth Centre, an advocacy center for children who have experienced sexual or physical abuse, a role that involves assisting with child abuse investigations for the Royal Canadian Mounted Police (RCMP) and other agencies. She has completed more than 250 interviews with youth victims, demonstrating exceptional skill and empathy to encourage them to share their experiences in order to hold the offender's responsible.

She also exhibits strong leadership, mentoring and coaching new investigators on performing child interviews, raising the quality of the investigations, increasing convictions, and reducing the trauma for the children involved. In addition, Corporal Mosher volunteers to participate in duties for events such as Canada Day, Aboriginal Day, international rugby matches, and Canadian citizenship ceremonies, and her deportment in this role earned her a letter of appreciation.

Additionally, Corporal Mosher is a leader and mentor in her community, serving as a high school women's rugby coach and has led initiatives to raise funds for youth rugby in Grande Prairie, Alberta. She also encourages the high school rugby players to take part in the RCMP's youth camp.

Corporal Mosher has received a number of awards for her work, including being appointed as a Member of Order of Merit Police Forces, a honor given to those who exhibit the highest qualities of citizenship and services to Canada, the police community, and humanity at large.

“ I am motivated by my passion to inspire and develop others and by having an influence in their lives. I am also motivated by seeing others' success and experience.

”



### George Vinson

*Lieutenant*  
Fargo Police Department,  
North Dakota

**AGE: 38**

**LIEUTENANT GEORGE VINSON** strives to create his own path using a progressive mind-set. In 15 years, he has set the standard for other officers at the Fargo Police Department to follow. He is the youngest command officer in the largest police department in North Dakota.

In his role as lieutenant, he has continually demonstrated his outstanding skills and work ethic by mentoring those around him and being a constant learner himself, including earning a master's degree in the field of law enforcement leadership. He is a champion for the youth in the community and is passionate about providing opportunities for them to succeed. Lieutenant Vinson has developed programs that have significantly lowered the arrest rates of minors in the community. He has been appointed by the North Dakota governor to serve on the Juvenile Justice State Advisory Group where he addressed disproportionate minority contact. He has worked to secure a \$32,000 grant to create long-term programs for the youth in the area, such as boxing, basketball, and other fitness mentorship projects.

Beyond his law enforcement career, Lieutenant Vinson volunteers for organizations such as Boy Scouts of America, that highlight service, development, and compassion for others. As a two-time cancer survivor, he works hard not to take anything for granted. He is a Law Enforcement Cancer Support Foundation Mentor. Through this role, he reaches out to other law enforcement officers facing cancer to provide a support system.

“ Serving, leading, and demonstrating empathy for the underdog, whatever their situation, is a huge motivator for me.

”





**Lindsey Wilkes**  
Special Agent in Charge  
Georgia Bureau of  
Investigation  
**AGE: 38**

Law enforcement has always been **SPECIAL AGENT IN CHARGE LINDSEY WILKES'** passion. After observing the work of the Georgia Bureau of Investigation (GBI) in a case close to her heart, she decided that she wanted to be an agent in the bureau herself. Her drive to solve problems while also helping others allows her to be a part of making the community a safer environment. She also wanted to represent women in the profession and to encourage other women to join the field as well.

SAC Wilkes is assigned to field operations at the GBI, where she has been recognized for her integrity, responsibility, and dedication to duty. At the age of 34, she became one of the youngest serving assistant special agents in the agency.

When promoted to special agent in charge at the age of 38, she became the youngest serving special agent in charge (SAC) at the GBI. Prior to being promoted, SAC Wilkes took the initiative to self-fund her way through the Georgia Law Enforcement Command College, a well-respected program. Only a few years later, she was promoted to SAC of a field office, where she currently supervises employees who serve a rural, 12-county area.

She was challenged to improve the culture within her long-running work unit, and SAC Wilkes successfully did so through progressive thinking and strong communication.

In addition to being a strong leader, SAC Wilkes is also an excellent investigator, receiving the GBI Director's Award in 2013 and the GBI Deputy Director's Award in 2017 for her role in high-profile murder investigations.

“ I wanted to be able to work and make a difference where I lived, which made this kind of career even more meaningful. ”



**Ghaith Al Kaabi**  
Lieutenant Colonel  
Ajman Police General  
Headquarters, UAE  
**AGE: 39**

**LIEUTENANT COLONEL GHAITH AL KAABI** took the helm at AlNuaimi Police Department in the Ajman Police in 2015, at the age of 35. During the past four years, he has had various investigative successes, as well as being able to lead his department toward institutional excellence.

While focusing on the humanitarian side of the department, he headed the Smart Transformation Project, leading nearly 18 awareness workshops focused on the mechanism of using “smart check service,” which reduced service delivery time from 30 minutes to 5 minutes. This initiative was implemented in each police station in Ajman and contributed to raising the sense of security by 98 percent and customer happiness by 93.3 percent, achieving a community satisfaction rate of 94.7 percent. The project also reduced the agency's carbon footprint and expenses.

In his leadership role, Lieutenant Colonel Al Kaabi reduced annual crimes rates in his community, and he was instrumental in his station's rank as Best Overall Police Station for service excellence. He also implemented the concept of flexible work time, which increased staff productivity, and he is devoted to the professional development of those he leads. He has been recognized with awards for both his field work and supervisory skills.

“ Love of the homeland and loyalty to leadership, which I gained from my family and surrounding environment, are the ultimate motivation to work in policing. ”



### Rawdha Al-Shamsi

*Captain*  
Dubai Police  
Headquarters, UAE

**AGE: 39**

**CAPTAIN RAWDHA AL-SHAMSIS** chose a career in law with the Dubai Police because of her desire to help those in need. In 1999, Captain Al-Shamsi started a career in medicine in order to dedicate her life to the people in her community, especially those who were unable to get help due to cultural barriers or other beliefs. She found comforting and helping those who are suffering to be a rewarding experience; however, she felt as if she could still give more back to her community.

Although she had an unconventional start to her law enforcement career, Captain Al-Shamsi found a way to combine her medical studies with law and justice by becoming the first female officer to work in forensic medicine with the Dubai Police. Captain Al-Shamsi is the current leader of the forensic pathology laboratory and special forensic tests unit. She has also successfully completed a bachelor's degree in medicine and surgery along with a master's degree and PhD in forensic medicine.

In her current role, Captain Al-Shamsi brings innovation to bear through training courses and various projects. In addition to her leadership within the forensic unit, she is a member of the Dubai Police Sustainability Team, and she is involved in UNESCO, as well as volunteering in peace building with women and youth.

“  
My job gave me the opportunity to save people, help them make the right choices, and protect their rights on a daily basis.  
”



### Jason Armstrong

*Chief*  
Ferguson Police  
Department, Missouri

**AGE: 39**

**CHIEF JASON ARMSTRONG** has recently stepped up to lead the Ferguson Police department after 17 years of police experience in Forest Park, Georgia. He strongly advocates officer education, but also supports their wellness, particularly in the areas of financial planning and physical fitness.

Positive community outreach remains one of Chief Armstrong's priorities. He sees law enforcement as an opportunity to make a positive impact within his community and takes advantage of the chance to speak with community members who have a negative perception of law enforcement. Toward this end, he partnered with barbershops and hair salons to present information about law enforcement in an informal and welcoming forum where certain community demographics might be more comfortable, an initiative that drew excellent feedback. Chief Armstrong also believes that it is important to speak with other officers about how they should not ignore the community's feelings or perception about what is happening within their community.

During his time as interim chief of police of Forest Park Police Department in 2018, Chief Armstrong helped to implement the 21st Century Policing Model to guide the organization's focus on procedural justice. Within the next three months, Chief Armstrong noticed the lowest crime rates in over 20 years in the Forest Park area.

“  
I feel a great sense of responsibility to the community I serve and the law enforcement community as a whole. I do not take lightly the position I am in, and I recognize I have to be consistent in the example I set for those that will come after me.  
”



### Daran Dodd

*Chief of Police*

Blue Ridge Community  
College Police Department,  
North Carolina

**AGE: 39**

When **CHIEF DARAN DODD** arrived on Blue Ridge Community College's campus, he found that there were major issues within the public safety department. The college was lacking a police department and needed major security upgrades for the safety of the college. Chief Dodd recruited a highly educated and experienced team of officers who are trained in patrol techniques, crime prevention, community policing, and instructing and established a full-service police department. He also implemented a field training program, acquired new police technologies, and began offering community policing and educational programs that were not provided by other colleges in the area. Due to his efforts, the Blue Ridge Community College Police Department is now highly regarded by the community and local law enforcement agencies.

“ I have been focused on the goal of serving my community and changing lives since before I even entered law enforcement. ”

Chief Dodd ensured the department's central focus was the community. Extensive programs aimed at community engagement were developed to help empower the community to remain engaged in self-protection and problem-solving. Of these many programs, some popular ones include SAFE training, a program focused on training employees and students on how to respond to mass violence incidents, and Rape Aggression Defense (RAD) training.

Chief Dodd encourages his department to continue their education and seek additional law enforcement training. Known for his servant leadership and mentorship, he strengthens his officers by providing an environment in which they can flourish and grow into officers who are able to better serve their community.



### Eric Flowers

*Major*

Indian River County Sheriff's  
Office, Florida

**AGE: 39**

Since the start of his law enforcement career in 2003, **MAJOR ERIC FLOWERS** has been on a path to success measured not only by his professional achievements, but by his early identified leadership traits. He achieved the position of field training officer after only 19 months on the job and later found a passion for drug enforcement, which sparked his continuing interest, professionally and academically, in what was the then-emerging opioid crisis. He spent five years as an undercover narcotics detective before becoming a case agent in a yearlong, multiagency, statewide investigation into pain management clinics.

After five years as an opioid detective, Major Flowers sought to continue his education by earning a bachelor's degree, followed by a master's degree. His passion for knowledge sparked an agency-wide interest, inspiring several of his coworkers in the agency to begin or continue their education. Major Flowers is currently working to complete his PhD.

Major Flowers' skills extend beyond undercover task forces and academics to include community outreach programs. He is celebrating six years as a talk show radio host at COPS Radio Show, a local program that features guests from the local community who discuss matters of mutual concern between their organizations and local law enforcement. The show has provided opportunities to build and expand partnerships between police and the community it serves.

“ My desire to spend time serving and protecting the good people of my community makes my mission of fighting evil that much closer to my heart. ”





### Rachel Henderson

*Detective Sergeant*  
Falls Church Police  
Department, Virginia

**AGE: 39**

Known among her peers for her humility and graceful presence, **DETECTIVE SERGEANT RACHEL HENDERSON** builds a symbiotic team environment wherever she is assigned. She entered the law enforcement profession upon realizing that other communities and regions of the world did not have the trusting relationship with the police that she grew up with, and she aims to create lasting relationships within the department and community while keeping others safe.

At Falls Church Police Department (FCPD), she quickly became an accomplished special weapons and tactical team member as well as Northern Virginia's first female sniper. In an incident that demonstrates Detective Sergeant Henderson's tactical skills, FCPD responded to a call that a man was pouring gasoline through his home and threatening to ignite it with his elderly, disabled father still inside. Throughout the 30-hour barricade, Detective Sergeant Henderson was one of the designated marksmen. Due to the efforts of Detective Sergeant Henderson and the other marksmen, the subject was safely recovered.

As detective sergeant, she has built a reputation as a leader with strong moral principles and tenacious investigative skill. Detective Sergeant Henderson is also a general instructor with certifications in firearms, simunitions, electronic control devices (ECD), and field training, among others. In the past, she also spent her spare time assisting with Rape Aggression Defense (RAD) classes, which teaches women how to defend themselves from attacks.

“  
The great thing about this line of work is that there are many opportunities to train in different disciplines while continuing to serve the community.  
”



### Renae Lockhart

*Sergeant*  
Raleigh Police Department,  
North Carolina

**AGE: 39**

**SERGEANT RENA LOCKHART** realized during college that she wanted to help individuals in immediate crisis. Recognizing the need for support of those who were traumatized by police-related incidents, she led the initiative to create a trauma counselor position to encourage follow up with individuals experiencing trauma, including witnesses to vehicular accidents, crime, and the family members of those involved in events to which Raleigh Police Department (RPD) responded. Through this initiative, the department expanded its outreach capabilities to provide counseling, emotional support, and referrals to more than 1,200 citizens coping with loss or trauma.

As a law enforcement instructor, Sergeant Lockhart has been an integral part of the training and development of RPD officers, and she has undertaken leadership roles that have advanced the department forward. While serving as a Family Violence Intervention Unit officer, she investigated highly emotional and complex cases involving women and children who were exposed to abuse, and she leveraged her experience to teach domestic violence response to her fellow officers.

“  
I am inspired by the vision of law enforcement in the future, and my department's willingness to adapt.  
”

Her motivation stems from her ability to leave a mark on the law enforcement profession and look for ways to bring innovative ideas to the field that strengthen resiliency in personnel, build community trust, and help combat crime. As the first member of her family to enter law enforcement, Sergeant Lockhart's goal is to bring a different perspective to law enforcement based on her social work experience and the feedback she receives from her community.



### Jonatan Moreno Daza

*Major/Head of Research  
at Postgraduate Police  
School*

Colombian National Police

**AGE: 39**



### Lyndsay O'Ruairc

*Staff Sergeant*

Royal Canadian Mounted  
Police, British Columbia

**AGE: 39**

When **MAJOR JONATAN MORENO DAZA** made the decision to become a police officer in the late 1990s, Colombia was going through one of the most troubled times in its history. He was inspired to enter the force in order to make Colombia a better country and to help his community. Not only has Major Moreno Daza been able to make outstanding contributions to areas of police education and human resources, but he has also made a difference with operational work.

Major Moreno Daza is an exceptional officer, whose work as part of the team that created the first leadership model for the Colombian National Police has made an important contribution to the agency's fundamental doctrine. The Holistic Model of Police Leadership (MHLP) establishes the unifying and guiding criteria about leadership qualities that uniformed personnel should develop in all aspects of their lives. The design and implementation of the MHLP significantly improved training on police leadership, strengthening resilience, and managing stress in the agency's officers. This leadership initiative was co-presented at the 2018 IACP Annual Conference by Major Moreno Daza and the main author, Colonel Juan Carlos Nieto Aldana.

With the help of the United States government and in partnership with the International Organization for Migration (OIM), Major Moreno Daza is currently training 100 uniformed officers who will go on to train those police officers whose role involves urban and rural surveillance across Colombia. He has also worked as a police advisor with United Nations in Haiti, advising the Haitian National Police on their institutional development.

“  
I am motivated to use my work as a police officer to help in the construction of a peaceful society for the future generations.  
”

**STAFF SERGEANT LYNDsay O'RUAIRC** leads the Surrey Royal Canadian Mounted Police (RCMP) Vulnerable Persons Unit and has dedicated her 16-year career to investigating sex crimes and child abuse. She was instrumental in the success of the first child advocacy center in British Columbia, Sophie's Place, a facility dedicated in supporting children who are victims of physical, mental, and sexual abuse. Staff Sergeant O'Ruairc continues to work with community partners to develop and implement innovative approaches to supporting vulnerable women and children.

With her background in forensic and developmental psychology, Staff Sergeant O'Ruairc has developed a reputation for identifying true predators and locating as many victims as possible so as to show the courts the totality of the predators' negative influence. Due to her exceptional leadership, commitment to her community, and dedication to her career, she was awarded the Surrey Board of Trade Police Officer of the Year honor, which was voted on by her peers.

Staff Sergeant O'Ruairc is also interested in developing officer wellness initiatives within the agency. She created the Psychologically Healthy workplace model within her team. This program focuses on critical and consistent psychological debriefs, member wellness initiatives, fitness, and self-care education. She understands the stress that officers' job responsibilities can cause with fellow officers and their families, so she advocates for proactive psychological health strategies.

“  
My new passion is finding ways to ensure my team members remain whole and unweathered by the tragedy we see and work tirelessly to prevent it from affecting their quality of life.  
”



### Chad Ray

*Sergeant*

Lehi City Police Department,  
Utah

**AGE: 39**

**SERGEANT CHAD RAY** has been a member of the Lehi City Police Department since 2006 and has taken every opportunity to develop his skills and gain valuable experience as a law enforcement professional, excelling as a patrol officer, investigator, and supervisor. His main motivation is the safety of the community he serves, and it is important to him that the officers are approachable.

Sergeant Ray's greatest accomplishments stem from his dedication to maintaining the well-being of the public. After being raised by his grandparents, he holds a special place in his heart for the elderly. Because of this, he and a select number of officers from the department eat lunch with the individuals at the senior center once a month in order to build relationships and discuss various concerns that are particular to the senior citizen population. Through this outreach program, he has been able to foster personal relationships with many community members who have felt forgotten or misrepresented.

Sergeant Ray goes above and beyond to serve his agency and community, including organizing an annual blood drive and working with a local nonprofit to provide wills and other legal services to officers. In 2015, he was recognized as the Officer of the Year by the Utah Valley Exchange Club for his outstanding work on the Special Victims Unit.

“  
I believe that the  
little things we can  
do can have the  
biggest impacts on  
the lives of others.  
”



### Leonard Redhorse III

*Police Lieutenant*

Navajo Police Department,  
Arizona

**AGE: 39**

**LIEUTENANT LEONARD REDHORSE** decided to join the Navajo Police Department after interning at the Navajo Criminal Investigations Department, where he saw commissioned personnel having a daily impact on the lives of victims and their families. During the internship, he worked with police officers, communication specialists, and federal agents, noticing the strong bond of fellowship that developed over a common cause and mutual desire to combat crime and social issues. He noticed the limited resources that Native American communities are afforded, which makes working as a team and using the available materials effectively critically important.

Lieutenant Redhorse has been the driving force behind the successful implementation of multiple initiatives. As the executive officer for the Office of the Chief of Police, he assists in managing and planning strategic priorities for training, supervision, budgets, legislation, and community initiatives. He has helped to create the policy, training, and infrastructure needed to deploy 220 body-worn cameras. His traffic enforcement program helped to reduce DUIs by 11 percent, reckless driving by 31 percent, and vehicle crashes by 17 percent. He has repeatedly identified cost-saving efficiencies and sources of revenue. After securing a \$1.3 million homeland security grant, Lieutenant Redhorse ensured the establishment of standard operating procedures for a call center and a training program.

Known for his professionalism, and dedication, Lieutenant Redhorse is frequently sought out for his guidance and expertise. He is passionate about developing other officers and often dedicates time to instruct at the police academy.

“  
When there is an  
opportunity to  
mentor, there is a  
chance to develop  
the compassion,  
competency, and  
character of our  
staff.  
”





**Daniel Santiago Ferro**  
Inspector  
Spanish National Police  
**AGE: 39**

As the son of an Air Force pilot, **INSPECTOR DANIEL SANTIAGO FERRO** has always known he wanted to serve his country and fellow citizens. His work in dismantling organized crime, seizing dangerous narcotics, and prosecuting those who harm the community is a way for him to fulfill this goal of having a positive impact on society.

Inspector Santiago Ferro heads Group 43, which specializes in cocaine investigations. His group carried out five major cases in which more than 74 people were arrested and indicted of felonies, including drug trafficking, money laundering, illegal firearms possession, and organized crime. Inspector Santiago Ferro worked alongside the UK National Crime Agency, Colombian National Police, U.S. Drug Enforcement Agency, Gendarmeria Nacional Argentina, and Italian Guardia di Finanza, leading the operational part of investigations and coordinating with international partners. Two notable investigations of Group 43 were Operation Unicorn/Wall, which led to the biggest land seizure of cocaine in European history, and Operation Cambalache II, a two-year-long investigation conducted with the Argentinian and Italian authorities.

Inspector Santiago Ferro strives to motivate and coordinate the officers under him, and he contributes his accomplishments to their diligent efforts and sacrifices. In addition to earning multiple higher education degrees, he has been chosen both as a participant and a trainer for multiple international police programs.

“  
For me, the job of a police officer is critical, since a police officer is entrusted by society to carry out and enforce the laws that society has agreed upon.  
”



**Arif Shaikh**  
Senior Superintendent of Police  
Chhattisgarh Police, India  
**AGE: 39**

**SENIOR SUPERINTENDENT OF POLICE ARIF SHAIKH** has continued his family's tradition of joining the police force and donning the uniform with pride. When he joined the Balod police in 2015, morale of the police force and community trust were low. Under these circumstances, Superintendent Shaikh's leadership skills helped to reinvigorate the police system in Balod. He was able to create a vibrant partnership between officers and the public by employing community policing. With the help of Senior Superintendent Shaikh, a new community policing initiative, Navodaya, was implemented to improve intelligence flow and communication and reduce crime rates in the district's communities. In 2016, he received an IACP award for the Navodaya initiative. The project also received the community-policing award from Security Watch India, New Delhi.

While posted in the Bastar district, he noticed the distrust between the police and community and started Amcho Bastar Amcho Police, aimed at bridging the gap between the police and the tribal communities in order to neutralize extremists, earning him an IACP award in homeland security. He also received the Federation of Indian Chambers of Commerce and Industries (FICCI) award in 2018 for the SAMVEDNA initiative, which emphasized women empowerment. In addition, Senior Superintendent Shaikh has recently helped to implement the initiative Pink Line, which aims to make female victims financially independent.

Senior Superintendent Shaikh leads by example and believes in mentoring and strengthening those on his team. His ability to remain cool and exhibit patience in crises makes him a strong role model for those around him.

“  
Small acts of kindness in uniform gives positive goals to the community that have a positive ripple effect in the society.  
”



### Kevin Sylvester

*Chief*

Ossining Police Department,  
New York

**AGE: 39**

**CHIEF KEVIN SYLVESTER's** relatively quick rise to the rank of chief is reflective of the dedication to his community, his department, and his professionalism. Before joining the law enforcement profession, Chief Sylvester served in the U.S. Marine Corps, which helped him to clarify his life's mission of serving and connecting with others. He works every day to strengthen the Ossining Police Department internally to optimize its ability to serve a socioeconomically and culturally diverse community.

In 2018, he was elected to the Board of Directors of the Westchester County Chiefs of Police where he has the opportunity to participate in policy discussions that benefit police officers. He was elected Second Vice President of the New York State Association of Chiefs of Police this year, and he recently worked with New York State Senators to revise legislation that will allow all drivers to be licensed, regardless of documentation status. Additionally, he is an adjunct professor at Pace University and an attorney, managing a small private practice.

Chief Sylvester feels it is important to model physical fitness to his officers; to that end, he trains for and participates in triathlons (and has inspired several of his officers to join him in training and competing). To inspire others, each day he challenges his officers to use their duty to impact someone, find satisfaction in their work, and finish their day with a sense of accomplishment. He is dedicated to strengthening the physical, mental, and performance capacity of every officer under his leadership.

“  
We believe in the mission, in our neighbors, in our schools, and in this community... Happiness, for me, is service to others.  
”



### Raymond Torres

*Commander*

Roanoke County Police  
Department, Virginia

**AGE: 39**

**COMMANDER RAYMOND TORRES** has held many different positions in addition to his current duty of supervising the largest shift in the department, composed of 29 officers and 3 sergeants. He began his career as a Roanoke County police officer in 2006 where he climbed through the ranks to his current position as commander. While supervising the agency's Hostage Negotiation Team, he took steps to improve the training for the team and update the equipment used by the negotiators. He has participated in numerous projects, including a multiagency teen driver safety event, and worked on everything from drug investigations to bomb threats.

After following in the footsteps of his father, mother, and brother to serve in the U.S. Army, Commander Torres developed a strong passion for leadership, which he wanted to bring to his law enforcement career. He has emphasized this value by mentoring and developing his officers' abilities. He was instrumental in creating the department's leadership development program for new and prospective sergeants and continuing training for commanders. The management skills that Commander Torres possessed were utilized to implement the Sergeant FTO Program and to create a one-on-one performance reviews, as well as one-on-one supervisor-employee ride-alongs.

In addition to his duties as the evening shift patrol commander, he spends a large amount of time in the field making stops, providing back-up, and modeling the behavior he encourages his fellow officers to emulate.

“  
I believe it is important to empower and strengthen those around us, to identify issues, and to create innovative solutions so that our officers see and feel that they, too, can be innovative.  
”



**Lauren Ware**  
*Branch Chief*  
 Federal Law Enforcement  
 Training Centers  
**AGE: 39**

**BRANCH CHIEF LAUREN WARE** served as an active duty military officer and special agent with the U.S. Air Force Office of Special Investigations. While delivering forensics instructions to over 500 Air Force special agents, she found her passion for training because she knew that the knowledge, skills, and abilities she provided would reverberate through the agents' careers.

Currently a branch chief at the Federal Law Enforcement Training Centers (FLETC), Chief Ware provides visionary leadership and oversight to a staff of 30 current and former federal agents who serve as coordinators and instructors for the Criminal Investigator Training Program, which is responsible for training criminal investigators from more than 60 federal law enforcement organizations. She has positively

impacted more than 60,000 federal, state, local, tribal, and international law enforcement officers through training with FLETC. She led the development and implementation of a seven-week crime scene investigation training program that standardizes the application of forensic science across three branches of the military, improving training consistency and generating cost savings.

Chief Ware also led a curriculum development conference that brought together military criminal investigative organizations to define training needs. Because of her efforts, she was the first recipient to earn the FLETC Leadership Award.

Chief Ware's leadership extends beyond FLETC, as she has served as vice chair and chair for the Peace Corps Sexual Assault Advisory Council where she has helped to ensure policies and procedures related to sexual assault prevention and response reflect current best practices and industry standards.

“  
 Law enforcement  
 appealed to me  
 because I have had  
 a lifelong respect  
 and appreciation  
 for the concepts of  
 justice, equality, and  
 fairness.”

”



**Heather Whitton**  
*LPR Project Manager*  
 Cincinnati Police  
 Department, Ohio  
**AGE: 39**

Inspired to enter the field of law enforcement by her family's legacy with the Cincinnati Police Department, **LPR PROJECT MANAGER HEATHER WHITTON** joined the profession as a civilian employee. Although she previously worked in the private-sector consumer products industry, she eventually joined the agency as a support tech in the information technology unit of the department. While learning the dynamic nature of the profession, she was presented with the opportunity to learn about an emerging technology in law enforcement: License Plate Recognition (LPR). Project Manager Whitton was able to find new ways to utilize the equipment in effective ways. She implemented a multi-state regional LPR program with numerous agencies in southwest Ohio, southeast Indiana, and northern Kentucky that allows agencies to easily share data, enhance investigations, connect additional fixed or mobile cameras, and receive user training.

Project Manager Whitton sits on the IACP Criminal Justice Information Systems Committee and has been involved in developing policies and best practices regarding privacy, LPR, and facial recognition. She is also a member of the IJIS Law Enforcement Image Technology Taskforce, several additional working groups focusing on law enforcement technology advancements and the IACP Law Enforcement Information and Technology (LEIT) Section.

Program Manager Whitton is motivated by helping others, her family, and problem-solving. She is dedicated to supporting her law enforcement family in the field.

“  
 When a problem  
 is presented, I  
 enjoy not only the  
 challenge of solving  
 the problem or  
 coming up with  
 creative solutions,  
 but also the sense of  
 assisting others.”

”



BY

Max M. Houck, PhD, FRSC, Managing  
Director, Forensic & Intelligence Services

# Forward-Deployed Forensics

## Modern Crime Scene Processing

**CRIME SCENES ARE THE STARTING POINT FOR ALMOST ALL INVESTIGATIONS. THE MODERN CRIME SCENE IS A TARGET-RICH ENVIRONMENT THAT GROWS RICHER BY THE DAY WITH THE ADVANCEMENTS OF SCIENCE AND TECHNOLOGY.**

What was once science fiction is now science fact, and that boundary is being continuously explored and expanded. However, the classic concepts still apply, and the three Rs—recognize, recover, record—continue to be the bedrock of crime scene processing even in the digital age. Yet, *how* evidence is recognized, recovered, and recorded has changed significantly. These changes, including those from the last few years, can be grouped as “forward-deployed forensics,” meaning more science is being brought to bear at the scene, which provides for improved collection and storage or on-scene analysis and triage.

### RECOGNIZE

Evidence that goes unrecognized also goes uncollected. Extending the human senses at a crime scene typically involves physical (light) or chemical methods to visualize evidence, such as fingerprints, blood traces, or other minute or latent materials. The most prevalent approach is to use an alternate light source (ALS), which causes certain materials to fluoresce, improving their visualization. In recent years, there has been a consistent improvement in ALS devices, including the use of LEDs instead of traditional light bulbs, more discrete filters to improve detection, and reduced battery size to provide lighter weight and longer use. ALS devices now range from small, single-wavelength handheld flashlights to small portable products with 16 or more wavelength capabilities.

Portable instrumental analysis is now a reality and has the real potential to displace older, less reliable methods. For example, on-scene presumptive testing for controlled substances currently uses color-based field tests. These test

kits have little to no validation testing and have been discovered to produce false positives (disproved by laboratory testing) in numerous cases. For example, in Florida, 21 percent of drug evidence submitted to the Florida Department of Law Enforcement as positive for methamphetamine did not contain that drug, and half of the samples submitted contained no illegal drugs at all. While the kits are inexpensive (a few dollars each), the resulting retesting and possible lawsuits could negate their economy; in a recent case, a man was jailed because his donut glaze was incorrectly identified as methamphetamine by a \$2 test kit, and he settled with the jurisdiction for \$37,500. The total costs for that \$2 kit, in addition to the settlement, include time spent analyzing the seized substances, investigating the mistake, and administrative time for the officer’s reprimand, among others. New technologies like portable instruments using infrared and Raman spectroscopy can provide more accurate and reliable identifications at the scene. Although portable instruments require an upfront financial investment, their ease of use, quick analysis, nondestructive testing, detection levels, and minimal false positives and negatives make them a better alternative to color-based field tests for on-scene analysis.

Portable spectrometers using Raman energy (a complementary energy to infrared) can also now differentiate between blood from humans and blood from other animal species. Using a portable spectrometer to identify and analyze bodily fluids can increase at-scene information while reducing the cost and time of analysis. Spectroscopy is essentially nondestructive and qualifies

as a confirmatory test (as opposed to presumptive). Field portable instrumentation has the potential to revolutionize crime scene analysis and processing.

### RECOVER

Not all samples can be analyzed at the scene; some must be recovered for later testing in a laboratory. Sample collection is critical because a crime scene investigator has one chance to collect evidence and must get it right the first time; a bell cannot be unrung and the same evidence cannot be collected twice. Additionally, with the concerns about post-conviction testing, wrongful convictions, and advancing techniques, recovered evidence samples must be secured for long-term storage, up to decades in some cases.

New collection materials offer the potential for ease of collection, security from contamination, and long-term room temperature storage. One example of an innovative sample collection technology is the HemaSpot-HF collection device, which is simple to use, robust to ship, and can be stored at ambient temperatures. The device locks when it is closed, can be labeled with a unique optical code for sample identification (reduces sample switching), and is ready to store or ship within minutes of collection, which—along with similar technologies—provides a more efficient and effective crime scene sample collection and can help speed up the overall path to justice. The petal-shaped collection material holds a precise volume of blood that allows for quantitative clinical or toxicological analysis, like analyzing for drugs, or each petal can be removed to share a sample across jurisdictional or scientific platforms, as for DNA analysis. A large format device, the HemaSpot HD, allows for large-format



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With hundreds of arrests city-wide, ESO provided Sacramento an effective strategy to address quality of life crime in their neighborhoods. Remembering that patrol officers would much rather write an arrest report than take another victim's crime report, Sacramento Police decided ESO was an excellent solution for targeting repressible crimes. **Proactive policing with positive results can start again in your community by using 3SI-Electronic Stake Out.**

*-Henry Boggs - retired Irvine CA Police Department, Bureau Chief  
Southwest - 3SI Law Enforcement Division*

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sample collection of evidence like saliva or other bodily fluids. New devices like these are allowing forensic scientists the organization and efficiency required for a thorough, accurate investigation.

## RECORD

As carpenters say, “Measure twice, cut once.” The same could be said for crime scenes except current technologies allow millions of measurements per second without having to cut even once. Laser scanners can capture scans, including high-dynamic range (HDR) imagery, in less than two minutes at distances of up to 270 meters. Resolution of the scans depends on distance, but, typically, the instruments are accurate from a few millimeters up to 100 meters. Multiple scans can be digitally stitched together to reproduce large-scale scenes, like vehicle crashes, or scaled scenes, like inside a vehicle and then a walkthrough around it. The processed scans can be shared between the field and the office, creating walkthroughs that teams or task forces can review to ensure scenes are processed completely the first time.

Collecting large amounts of information at a crime scene will not help anyone if it is not properly organized. Interviews, physical evidence, record keeping, scene access, photographs, video, and

“

*Collecting large amounts of information at a crime scene will not help anyone if it is not properly organized.*

”

so many more modalities are potential avenues to solve a case. CrimePad is one tablet-based application that collects all aspects of the scene, at any time, and in any order. The software can keep track of the access log, take notes, record evidence collection, take camera and video images, document what techniques were used to collect evidence (like fingerprint visualization), make sketches, and link each of these items to create a relational database to better show how all the information fits together. The application allows for an unlimited number of scenes.

## THE FUTURE OF CRIME SCENES

Increased technology at the crime scene typically means additional training for crime scene personnel. However, properly designed technology can allow for less training and more application, streamlining processes and employing checklists to ensure completeness. The science currently used at crime scenes

and the enhanced methods that are coming soon mean that police, crime scene investigators, detectives, and their counterparts in the criminal justice system will need to understand more about how science works—and does not work—to produce better information and provide more transparent justice. The methodologies discussed herein are just a taste of the progress and improvements to come. Nevertheless, the basics still apply: recognize, recover, record. Technology and science can amplify and enhance these core principles but cannot replace them. ♡

*Products featured in this article were the selections of the author. Their inclusion does not imply endorsement or recommendation by the IACP.*

**FIGURE 1:** THE HEMASPOT HF PATENTED COLLECTION DEVICE IS SIMPLE TO USE, ROBUST TO SHIP, AND CAN BE STORED AT AMBIENT TEMPERATURES.



Source: Spot On Sciences, with permission.

**FIGURE 2:** THE LEICA RTC360 3D LASER SCANNER.



Source: Leica Geosystems, with permission.

**FIGURE 3:** THE CRIMEPAD SOFTWARE WORKS ON APPLE, WINDOWS, OR ANDROID PLATFORMS.





# IACP

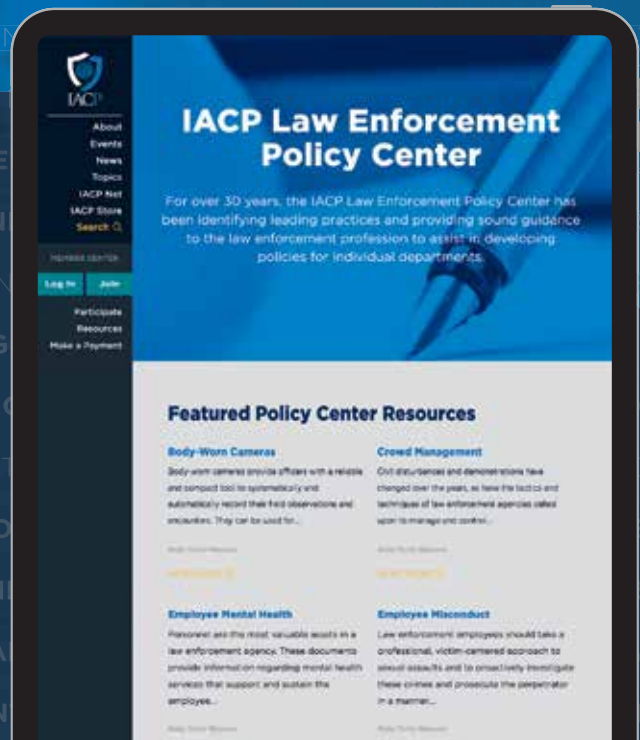
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# Law Enforcement Experience Powers Continuing Education

**EDUCATION IS WOVEN INTO THE FABRIC OF LAW ENFORCEMENT. FROM WEAPONS TRAINING TO STAYING CURRENT ON THE LAW, POLICE ARE ALWAYS TAKING IN NEW INFORMATION THAT WILL MAKE THEIR JOBS BETTER.**

In an increasingly complex environment, the need for education is stronger than ever. Continuing education can give officers and prospective agency leaders the tools they need to excel, both as individuals and as a part of a larger whole.

Whether it's in-person or online, many continuing education institutions share a key common denominator: the curricula are shaped by people with substantial experience in law enforcement.

"We're not teaching people to shoot well," said Steve Shelow, director of the Justice and Safety Institute, a collection of law enforcement and other public safety training programs at Penn State University. "We're teaching leadership and management. It's critically important for the industry. Leadership is fundamental for folks to be successful. There are enormous pressures on the field. To be successful, you need to be properly equipped. You have to be up to date on how the landscape is changing... If you're not analyzing those things, you might be behind the eight ball a little bit."

## ONLINE

Online education is ubiquitous, regardless of the subject matter. It is possible that digital learning is more often associated with other fields, but according to the leader of one such program, the online environment is an

effective forum for the law enforcement community.

That begins with the law enforcement backgrounds of program professors. The Law Enforcement and Public Safety Leadership at the University of San Diego, which offers leadership development courses in a fully online environment, takes this into consideration.

"It's academic at its core but has immediate implications for law enforcement," said Erik Fritsvold, PhD, the program's academic director. "Our instructors are accomplished academically, but they've had their boots on the ground."

As Fritsvold tells it, the program is geared toward "mid-career, fast-trajectory career professionals looking to compete in the long or short run for top-of-the-pyramid leadership positions." Those who complete the course work earn an MS in Law Enforcement and Public Safety Leadership, with instruction in organizational leadership frameworks, conflict resolution, budget and finance, crime trend analysis, community engagement techniques, and communications skills, among other areas.

In general, students can complete the program in five semesters, or roughly 20 months.

"In my search for a suitable fit, I made a concerted effort to find a program that combined the study of today's public safety challenges alongside the law enforcement leadership solutions necessary to succeed in a modern-day setting," said John Myrsiades, who, after earning his degree, went on to become chief of the Plymouth Township Police Department, Pennsylvania, in a testimonial submitted to the school. "The coursework not only challenged my intellectual boundaries, but also provided me with the tools central to leading a law enforcement agency in the 21st century. I am convinced that the skills amassed throughout the program were largely responsible for my appointment to chief of police, [and] I have successfully applied those principles toward the transformation of an agency starved for change."

Online learning is easily tailored to the individual and his or her schedule. The nature of online learning helps bring out the best in self-starting, motivated learners.

"It's designed to adapt to the schedule of law enforcement. That means it's asynchronous, and that means students need to be diligent," Fritsvold said. "Online education is not right for everybody. It's better for hard-working, type A personalities, and that fits the law enforcement community fairly well."

But that doesn't mean there is no accountability for completing learning objectives—quite the opposite, in fact.

"Everything online has to be very deliberate," Fritsvold said. "Unlike in person education, where you learn the bread-and-butter topics and there's maybe a free-flowing conversation on the issue of the day, online is deliberate and measurable. The course learning outcomes are based on unit learning outcomes."

The program has been growing by leaps and bounds. Its current class of 235 students almost equals the size of the two previous groups combined, which together totaled 250 students. In 2018, the program was designated a gold level academic ally with the FBI National Academy Associates, a well-known nonprofit law enforcement training and advocacy organization.

A major key to the program's success, Fritsvold said, is that everyone—including professors and others within the program—understands where they stand.

"There has to be evidence we're achieving the goals we want to achieve," Fritsvold said. "Everything is so transparent online. So there are high standards."

At Louisville University in Kentucky, the Southern Police Institute brings a hybrid approach to continuing education. The institute provides online bachelor's and master's degree programs in addition to its in-person courses,



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Image courtesy of Digital Forensics Crime Lab, Dixie State University.

including the well-known Administrative Officers Course, a 12-week, 480-hour in-residence executive development program.

#### IN-PERSON

Plenty of continuing education programs still occur in the classroom. Sometimes, there is simply no substitute for a more hands-on experience.

A leader in law enforcement education, Northwestern University Center for Public Safety, headquartered in Illinois, offers learning opportunities at the university as well as accredited classrooms around the United States. Many of its instructors are current or former law enforcement officers, with guest lecturers from various law enforcement agencies, educational institutions, and national organizations.

“Professional development is more than just training in a given area,” said David Bradford, the center’s executive director. “Professional development is more cognitive. We focus on how things work, and how to move an organization toward its goal or mission statement. We can teach you how to create

a report, but that’s different from conducting an effective investigation, which is what we try to do.”

Interestingly, hands-on learning can be especially important when handling digital evidence, now a common piece of nearly any investigation.

The Digital Forensics Crime Lab at Dixie State University in St. George, Utah, is one institution providing this sort of instruction. Known as chip-off training, the laboratory, which is housed in the university’s college of humanities and social sciences, offers a three-day course covering digital data extraction and analysis, which begins with safely removing flash memory chips from a digital device to obtain valuable information.

“We are strictly digital forensics—computers, phones, PDAs, laptops,” said Mark Spooner, the lab’s director. “If it’s got a chip in it, we look at it.”

The following topics are covered:

- Phone disassembly and repair
- Removing and repairing BGA chips

- Identifying and reading chips
- Binary image extraction
- Making sense of an unstructured hex dump
- Making sense of a structured hex dump

While these skills and others like them could have practical implications in a number of fields, the Digital Forensics Crime Lab focuses exclusively on law enforcement, providing specialized education informed by decades of police experience among the instructors.

“It’s not just ‘here, take this apart,’” Spooner said. “Ours is based strictly in the law enforcement community. We bring a pure law enforcement viewpoint like legal aspects or chain of custody. We help people learn the entire process in addition to the data extraction, from input to report generation.”

At Penn State, the Justice and Safety Institute trains all sheriffs and deputy sheriffs for the state. But the institution

also reaches well beyond state boundaries, offering approximately 10 courses on a variety of law enforcement topics, including effective report writing, managing police conduct, field training, and other topics.

“We make sure our programs have academic rigor for a non-credit environment,” Shelow said. “No credits, but PSU faculty.”

Shelow pointed to the extensive law enforcement experience of program leaders and faculty and said the changing climate in and around police work virtually demands police agencies and their leaders be as educated as possible.

“We teach things like risk management, community engagement, and things that are really at the forefront of the field,” Shelow noted. “We invite people to think about leadership and collaborative problem-solving with organizations and people in their communities.” ♡

## SOURCE LIST

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

- Center for Homeland Defense and Security
- Dixie State University
- Husson University - School of Legal Studies
- Institute of Police Technology and Management (IPTM)
- Northwestern University Center for Public Safety
- Penn State Justice and Safety Institute
- Southern Police Institute
- University of Louisville – Department of Criminal Justice
- University of San Diego Online – MS in Law Enforcement Leadership

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The AS-1 mounts out of sight, behind the rearview mirror, giving officers an unobstructed view of the road.

### See More, Especially at Night

Built on our proven, i-Pro Extreme camera platform, the AS-1 captures a wide-angle view and renders details in crisp 1080p. Extreme light sensitivity produces clear, color images down to .03 lux—near-complete darkness.

### Reduce Costs

The AS-1 combines a front-facing camera and G-Force sensor in a single device, which cuts installation costs without sacrificing the Arbitrator system's ability to detect and record collisions. Plus, it is fully compatible with all Arbitrator 360° HD systems.



Newark, NJ-based Panasonic Corporation of North America is a leading technology partner and integrator to businesses, government agencies and consumers across the region. The company is the principal North American subsidiary of Osaka, Japan-based Panasonic Corporation and leverages its strengths in Immersive Entertainment, Sustainable Energy, Integrated Supply Chains and Mobility Solutions to enable its business-to-business customers. Panasonic was highlighted in Forbes Magazine's Global 2000 ranking as one of the Top Ten Best Regarded Companies for 2017. The ranking is based on outstanding scores for trustworthiness, honesty with the public and superior performance of products and solutions. Learn more about Panasonic's ideas and innovations at [Panasonic.com](http://Panasonic.com).

<https://info.panasonic.com/Arbitrator-AS-1-Camera.html>

### Multi-Sensor Camera

Hanwha Techwin America, a global supplier of IP and analog video surveillance solutions, offers the Wisenet PNM-9000VD (2-head), delivering 5MP image quality and modular lens configuration at an affordable price. It supports 30fps image capture and true 120 dB WDR (wide dynamic range) without compromising frame rate for each of its 5MP sensors. For maximum adaptability, configurable factory-focused lens/CMOS sensor modules are available in 3.7, 4.6, and 7mm. Hallway view aspect ratios are also supported for monitoring of vertical shaped areas. Each sensor has its own Wisenet 5 chip providing a full suite of built-in video analytics including loitering, directional detection, fog detection, tampering, motion detection, and objects entering or exiting an area.



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

### Situational Awareness Platform

Copp Integrated Systems, a Dayton, Ohio-based security systems supplier introduces Footprint, a web-based situational awareness software, aggregates, analyzes and monitors data from multiple video monitoring systems and other sensors in one intuitive platform, which is changing the way law enforcement agencies combat crime and ensure public safety. The tool enables law enforcement to solve cases more quickly using data-driven decisions, while minimizing manpower and driving down costs as a result. Developed in partnership with the University of Dayton Research Institute's (UDRI) Software Systems Group, Footprint combines several industry-leading technologies into a single operating platform.



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



### Cloud-Based Dispatch Solution

Carbyne is working with Cisco to deliver cloud-based and IoT-enabled solutions for emergency dispatch centers. As a Cisco Solution Partner, Carbyne's next generation emergency services technology will be offered as an integrated part of Cisco Kinetic for Cities, a secure IoT data platform that provides automated data sharing across community infrastructure, smart city solutions, applications, and connected devices. Carbyne will be the only 911 solution available in the Cisco Marketplace, with additional solutions for international emergency numbers, social worker safety, and private safety. This new solution will offer emergency service providers the option to choose between a full cloud-based call-handling ecosystem or an NG911 rich data plugin for legacy systems. Neither option requires any replacement of existing solutions or infrastructure.



<https://carbyne911.com> | [www.cisco.com](http://www.cisco.com)

### Off-Duty Made Easy

Athos Management Services (AMS) provides oversight to agencies for their off-duty/extrajury programs. Founded by experienced former federal, state, and local law enforcement professionals, AMS leverages more than a decade of service in providing standard and customized products to support law enforcement officers and agencies with audit, payment, and oversight capabilities focused on efficiency, transparency, and exceptional community service at ZERO cost to your law enforcement agency. AMS can partner with the relevant department in order to keep them focused on their most valuable assets, their people, and what they do best.

[AMScops@athosgroup.com](mailto:AMScops@athosgroup.com)

### Wearable Shield

SAMGO1 LLC announces its patent-pending shield that is worn on the forearm. The S/Shield straps to the forearm, weighs approximately 2.5 lbs., and can be deployed within seconds by easily rolling out the S/Shield. The fabric is water resistant and absorbs and disperses the energy of a high-velocity impact. The S/Shield can be deployed immediately by officers, deputies, and agents protecting their head, neck, and upper torso against rifle and pistol rounds, knives, punches, and thrown objects. The S/Shield securely attaches to the arm leaving the hand free to support weapons, operate a motor vehicle, or hold a flashlight. It can also be secured to a duty belt.



<https://sshield.yolasite.com>



### Wireless Security System

Sonitrol announces the launch of TotalGuard Smart Hub & Wireless Devices that offers a robust security solution. This new offering includes a variety of wireless sensors that connect to the new TotalGuard Smart Hub, expanding reach and alarm capabilities. It is an all-in-one, edge-based device that acts as a standalone IoT panel. Each device includes the Sonitrol impact-activated audio detection, glass break analytics, video verification and surveillance, motion and wireless connectivity. The devices are simple, scalable, and secure; easy to setup; and have a streamlined infrastructure. Up to 32 wireless devices can be enrolled. These Zigbee devices operate over AES 128-bit encryption and can be paired with exterior thermal imagers.

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

### Ductless Demonstration Hood

The HEMCO Ductless Demonstration Hood features full 360-degree visual observation with clear shatterproof front view window, rear, and side walls. It includes a hinged viewing sash, phenolic resin work surface, and a 158 CFM 4" speed fan. This ductless hood workstation is equipped with a carbon filter system designed to control nontoxic chemicals, fumes, and nuisance odors with an integral exhaust blower that safely exhausts fumes and odors. A vapor-proof light is factory installed. The dimensions are 35" wide by 24" deep by 30.5" high, the viewing height is 24", and it is shipped completely assembled. A hinged viewing window or optional horizontal sliding glass panels allow for easy access and user safety.



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

### Portable GC-MS Enhancements

FLIR Systems, Inc., offers multiple enhancements to its Griffin G510 portable gas chromatograph mass spectrometer (GC-MS) chemical detector to help responders analyze and identify drugs, chemical agents, and other toxic substances faster and more effectively during field operations. Major new features on the G510 give users access to an expanded onboard drug library, as well as a new quick-search capability for chemicals and hazardous substances. A new Method Selector Wizard uses on-screen prompts to guide operators in selecting the best pre-installed method for sample analysis. The G510 then automatically analyzes and compares the sample for a match against one of its multiple built-in libraries and confirms and displays the results. A new vehicle-mount accessory is also available.



[www.flir.com/products/griffin-g510](http://www.flir.com/products/griffin-g510)

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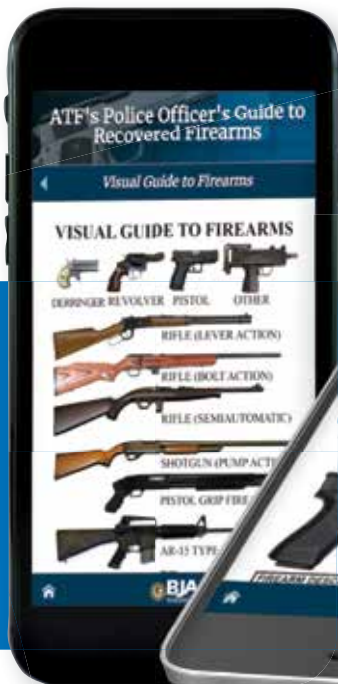
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[www.theiacp.org/firearmsapp](http://www.theiacp.org/firearmsapp)



The mobile app and mobile web are provided through a partnership between IACP, BJA and ATF and is a product of Project Safe Neighborhoods.





# IACP 2019: Education Highlights



The IACP Annual Conference and Exposition is quickly approaching. Along with a sold-out exhibit hall and numerous networking opportunities, the conference includes an educational program packed with case studies, evidence-based policing best practices, and takeaways to help you find the answers to tomorrow's challenges.

## General Sessions

**Opening Ceremony:** On Saturday, October 26, IACP 2019 will kick off with a welcome by dignitaries from Chicago, Illinois, including **Chicago Mayor Lori Lightfoot** and **Chicago Police Superintendent Eddie Johnson**. The 2019 Police Officer of the Year, sponsored by Target, will be honored. **IACP President Paul Cell** will also address the delegation taking a look back at his past year in office.

**General Assembly:** The Monday, October 28, general session will feature IACP business. Any active qualifying member who intends to run for office at the IACP 2020 Annual Conference and Exposition in New Orleans, Louisiana, will have the opportunity to announce his or her candidacy at the conclusion of the General Assembly.

**Critical Issues Forum:** Tuesday, October 29, will feature the Critical Issues Forum entitled **Law Enforcement Suicide Prevention: Action on a Global Scale**.

Law enforcement suicide has become a global crisis. In France, the suicide rate of police officers is 36 percent higher than that of the general population, with 24 French police officers dying by suicide in the first six months of 2019. In the United States, more officers die by suicide than in the line of duty. Police leaders around the world realize that law enforcement suicide is a critical issue that must be openly addressed. To do this effectively, all levels of law enforcement must be as committed to officers' mental well-being as they are to officers' physical safety and wellness. Moderated by **CBS News Justice and Homeland Security Correspondent Jeff Pegues**, the panel of esteemed global law enforcement leaders will discuss promising practices and protocols, prevention strategies, and next steps to bring the issue of suicide prevention to the forefront and to erase the stigma around it.

Monday, October 28, is **Uniform Day**, which celebrates the association's diversity and internationalism through a spectacular array of uniforms from around the globe. Participants are asked to wear their department's uniform, with cap or hat being optional. Wearing firearms or other weapons is discouraged for security reasons.

## Workshops

At IACP 2019, there are more than 200 workshops available to help you maximize the knowledge and guidance you are looking to bring back to your agency and your work. Education workshops are spread across 12 topic tracks, including Leadership, Technology and Information Sharing, and Smaller Agencies.

Police Foundations sessions will assist agency executives in fundraising for their agencies, including starting a police foundation from the ground up and how to write successful grant applications. Popular Leadership track workshops focus on community engagement, officer safety and wellness, and effective agency management.

Other tracks are targeted toward specific law enforcement fields, such as the Legal, Police Psychology, and Public Information tracks. Also, make sure to check out sessions focused on IACP 2019's host department, the Chicago Police Department.

Education workshops will provide the most up-to-date information on the year's most relevant issues, including

- » Recruiting, Hiring, and Other Labor Law Pitfalls
- » Fitness-for-Duty: What Chiefs Need to Know
- » De-escalation and Other Use-of-Force Concepts
- » Preventing Tragedy: The Top 10 Ways Cops Get in Trouble
- » Law Enforcement Collaboration in Identifying America's Most Prolific Serial Killer
- » The Marjory Stoneman Douglas High School Shooting through a Police Chief's Eyes

Additionally, more than 98 sessions are focused on building the law enforcement leaders of tomorrow. Create your own schedule in the IACP app to make sure you don't miss out on sessions that interest you!

## Quick Hits

Workshops that may be particularly exciting for conference attendees can be found in the returning Quick Hits series. These concise sessions are between 15 and 30 minutes long and will introduce new conversations, pose questions, or propose potential solutions to a problem. Check the IACP session schedule to catch one or more of these short sessions to include

- » Combating Human Trafficking from a Bangladesh Perspective: Prosecution, Prevention, and Protection
- » Financial Scams Affecting the Elderly and Other Vulnerable Populations
- » Maximizing De-escalation
- » Navigating Asset Forfeiture: Myths, Challenges, and Opportunities
- » The Emotional Cost of Police Accountability
- » Profiling Police Leadership: Developing Leadership Capabilities for Contemporary Police Challenges

## Speaker Series

This year, IACP will present the Speaker Series featuring law enforcement leaders from around the globe addressing current issues and topics important to the profession.

On Sunday, October 27, key into a discussion on intelligence and national security with **Challenges of Policing into the Future: A Discussion with the Five Eyes (FVEY)**. Featuring a panel discussion with leaders from five different national law enforcement agencies composing the FVEY Intelligence Group—New Zealand, Australia, Canada, United Kingdom, and the United States—this session will address the wide array of current and future challenges confronting law enforcement and their impact on law enforcement and the security of communities around the globe. It will run from 10:00 a.m. to 11:30 a.m.

Addressing another topic relevant to the international community, **The Human Impact: From Natural Disasters to Terrorism in Canterbury** will take place on Monday, October 28, from 1:00 p.m. to 2:30 p.m. **Canterbury District Commander Superintendent John Price** from the New Zealand Police will provide a policing perspective from a response grounded in a community that cares. He will provide a journey that crosses the decade from the Canterbury Earthquakes in 2010–2011 and the Port Hills Fires to the 2019 terror attacks on two mosques in Christchurch. Superintendent Price will cover the natural and human disasters; the lessons learned; insights into the response, recovery, resilience, and cohesion of a community; and the efforts to prevent future tragedies.



## Mobile App

The IACP 2019 Annual Conference app is ready for download! If you have not already done so, download the IACP Events app from the Apple App Store or Google Play Store. Once in the Events app, select the IACP 2019 conference and take some time to explore the variety of meetings, events, and speakers you may be interested in. The app provides multiple methods for customizing your perfect conference experience:

- » Search for events by day, type, track, topic, or audience to plan an itinerary that meets your specific needs.
- » Build a personalized schedule by selecting the star ★ next to an event listing.
- » Research and bookmark exhibitors.
- » Familiarize yourself with the convention center using the facility maps.
- » Set up your profile and connect with fellow attendees using the Friends function.



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NDI Recognition Systems	5027	Peerless Handcuff Company	1802	Roadsys Inc.	1060
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Build the leadership capacity in your community and show dedication to your staff's professional development by hosting a training. For more information:



[LeadershipServices@theIACP.org](mailto:LeadershipServices@theIACP.org)

[theIACP.org/LPO](http://theIACP.org/LPO) • [theIACP.org/First-Line-Leadership](http://theIACP.org/First-Line-Leadership)

800.THE.IACP

By

Juliana Davis, Project Manager, and Jennifer Styles, Program Manager, IACP

# One Officer Suicide Is Too Many

**ALTHOUGH THERE IS A SHORTAGE OF DATA ON THE OCCURRENCES OF OFFICER SUICIDE GLOBALLY, IT IS CLEAR THAT MANY LAW ENFORCEMENT AGENCIES ARE AFFECTED BY THIS ISSUE. FOR EXAMPLE, IN FRANCE, THE SUICIDE RATE OF POLICE OFFICERS IS 36 PERCENT HIGHER THAN THAT OF THE GENERAL POPULATION. IN THE UNITED STATES, 114 POLICE OFFICERS DIED BY SUICIDE IN THE FIRST SIX MONTHS OF 2019.**

September is Suicide Prevention Awareness Month (in the United States), and while suicide prevention is a year-round endeavor, this month can provide an impetus for law enforcement agencies to kick off their suicide prevention awareness activities and begin having these important conversations.

The International Association of Chiefs of Police (IACP) is working to raise awareness about law enforcement suicide through the National Consortium on Preventing Law Enforcement Suicide (the Consortium). Working in partnership with the National Action Alliance for Suicide and the U.S. Department of Justice, Bureau of Justice Assistance, the IACP has convened 32 multidisciplinary experts—law enforcement executives, officers, and families; mental health and suicide prevention experts; and experts from academia—who share a common goal of preventing suicide in the law enforcement community. This group has been busy working on developing

recommendations to assist law enforcement in addressing this important issue.

## OVERARCHING THEMES

The Consortium members met in April 2019 and discussed a variety of issues related to law enforcement mental health and suicide; some overarching themes and concepts were identified.

**Moving from awareness to action.** The Consortium members discussed the need to focus on action-oriented suicide prevention, intervention, and postvention strategies for law enforcement. Surveys in the United States and Australia show that officers are aware of the issue of suicide in law enforcement and aware of the services available at their agencies, yet the majority reported that they would not use those services.

**Messaging matters.** The Consortium discussed the need to focus on strategic messages tailored for law enforcement leadership, supervisors, officers, and families, with a focus on messages of resilience, hope, and recovery.

**Acknowledgement of risk factors.** The Consortium discussed that there are several risk factors that contribute to law enforcement suicide. However, mental health recovery and resilience are possible through protective factors such as physical and mental health care, continued care after hospitalization, connectedness, and coping and problem-solving skills.

**Expanding the research base.** The Consortium discussed challenges such as the lack of current and historic data surrounding law enforcement officer suicide. Members discussed the need to explore existing research and data collection efforts, identify the gaps in the available information, and develop recommendations on how to fill those gaps.

**Improving access to professionally appropriate services.** The Consortium members discussed the gap in availability of culturally competent mental health service providers who understand the specific needs and experiences of

law enforcements officers, as well as the gap in officers' acceptance of these services.

## Engaging and supporting law enforcement families.

The Consortium members discussed that families are a critical resource in preventing officer suicide and that law enforcement agencies should engage families at every stage in a law enforcement officer's career. Additionally, the Consortium members



### LAW ENFORCEMENT SUICIDE PREVENTION FOCUS AT THE 2019 IACP ANNUAL CONFERENCE

At IACP's 2019 Annual Conference and Exposition, law enforcement suicide will be the focus of the Critical Issues Forum, held on Tuesday, October 29, 2019. The forum will be moderated by CBS News Justice and Homeland Security News Correspondent Jeff Pegues. Panelists will include police leaders from around the globe.



recognized that families who have lost someone to suicide have special needs that are not always met in the current field response to officer suicide.

**Supporting quality peer support programs.** The Consortium identified that the growth in law enforcement peer support programs is a strength within comprehensive officer safety and wellness programs. Peer support programs are often more readily embraced by officers in need of assistance than a formal visit with a service provider.

**Good postvention is good prevention.** The Consortium concluded that two critical points for suicide prevention within an agency that require thoughtful messaging and services are when an officer returns to work following a suicide attempt and the immediate aftermath of an officer's death by suicide.

#### NEXT STEPS

Five Consortium task forces are currently working to identify solutions, considerations, recommendations, and potential resources related to law enforcement suicide. The task forces' areas of focus are data and research, messaging, organization and systems, family support and surviving families, and peer support. Results and outcomes identified by each task force will contribute to project deliverables, which include a comprehensive report for the field and a variety of resources that will

raise awareness of and help prevent law enforcement suicide.

The Consortium will meet again during the 2019 IACP Annual Conference and Exposition in Chicago, Illinois, and members will discuss task force findings and recommendations. During the meeting, members will discuss how to provide appropriate messaging to law enforcement on issues surrounding suicide, with a focus on the aftermath of a suicide death.

The Consortium will convene again in the spring of 2020 to finalize its recommendations and resources. The project will culminate in a comprehensive report identifying recommendations and potential policy and procedure updates, as well as a toolkit of resources for executives, officers, and family members.

To view existing resources on suicide prevention, visit the following websites:

- **The IACP:** [theIACP.org/resources/document/law-enforcement-suicide-prevention-and-awareness](http://theIACP.org/resources/document/law-enforcement-suicide-prevention-and-awareness)
- **The National Action Alliance for Suicide Prevention:** [theactionalliance.org/communities/workplace/public-safety](http://theactionalliance.org/communities/workplace/public-safety)
- **Bureau of Justice Assistance:** [bja.gov/national-officer-safety-initiatives](http://bja.gov/national-officer-safety-initiatives) ♡

## HELP IS AVAILABLE AND RECOVERY IS POSSIBLE

If you or someone you know needs help, please reach out.

- **Safe Call Now** is a confidential, comprehensive, 24-hour crisis referral service for all U.S. public safety employees, all emergency services personnel, and their family members. You can contact Safe Call Now by calling 206-459-3020 or by visiting [safecallnow.org](http://safecallnow.org).
- **The National Suicide Prevention Lifeline** provides free and confidential support for people in distress, prevention and crisis resources for the general public, and best practices for professionals. You can contact the National Suicide Prevention Lifeline by calling 1-800-273-8255 or by visiting [suicidepreventionlifeline.org](http://suicidepreventionlifeline.org).
- **The Crisis Text Line** is free, confidential, and available 24 hours a day. Text HOME to 741741 to text with a trained counselor.
- **The International Critical Incident Stress Foundation, Inc.**, provides leadership, education, training, consultation, and support services in comprehensive crisis intervention and disaster behavioral health services to the emergency response professions, other organizations, and communities worldwide. You can contact the International Critical Incident Stress Foundation by calling 410-313-2473 or by visiting [icisf.org](http://icisf.org).

## Statement of Ownership Management and Circulation

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Your leadership skills serve as the pulse of your agency. Whether you are an emerging or experienced leader, you will be presented with countless challenges that test your aptitude. Attend the **IACP 2019 Annual Conference and Exposition**, October 26-29, 2019, in Chicago, Illinois, USA, where you will learn approaches to mass casualties and violent crimes; explore different perspectives in community-police relations and social justice; and discover developing trends in technology and management. Let us help you enhance your talents and cultivate the talents of the next generation of law enforcement.

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**IACP 2019**  
International Association of Chiefs of Police

**OCTOBER 26-29**

Chicago, Illinois

McCormick Place Convention Center

# REGISTRATION INFORMATION

## GENERAL INFORMATION

Full conference registration to IACP 2019 is limited to IACP members, qualified non-member guests, family members, and exhibitors. IACP 2019 is not open to the general public.

To take advantage of discounted registration fees complete this registration form and return to the IACP with payment or register online through September 11, 2019. Beginning September 12, 2019 ONLY online registrations will be accepted, and higher registration fees will apply.

Registration fees must accompany the registration form; payment may be made by check, credit card, or purchase order. Advance and on-site registration fees will be accepted in U.S. funds only and must be drawn on a U.S. bank. All credit card payments will be processed at IACP Headquarters in U.S. funds.

Phone registrations are not accepted. Do not mail and fax your credit card information, as charges may be duplicated. Once your registration is processed, you will receive an e-mail confirmation which also serves as your only receipt.

## FREE EXPOSITION PASS FOR PUBLIC SAFETY PERSONNEL

Sworn officers, first responders, and civilian employees of public safety and government agencies, and members of the armed forces can register for complimentary access to the Exposition Hall.

Public Safety includes offices of police, sheriffs, EMS, fire service, hazmat, and park rangers from federal, state, city, county, campus, and tribal agencies, and the armed forces. To qualify for this three-day exhibit hall-only pass, the recipient must work for the government or a public safety agency and will be required to show their credentials upon arrival. The IACP reserves the right to refuse ineligible registrations. (Exposition Pass registrants cannot purchase Chiefs Night tickets). Qualified attendees may register for the Free Exposition Hall Pass online at [www.theIACPconference.org](http://www.theIACPconference.org).

## MEMBERSHIP DISCOUNTS

Join the IACP now to qualify for the First Time IACP Member rate and save 38%

IACP members attending the Annual Conference and Exposition for the first time can take advantage of a special discounted rate; \$370 in advance and \$445 on-site, savings of over 38%! The First Time IACP Member discounted rate must be taken at the time of the initial registration. Refunds cannot be given for incorrect registration submissions.

Non-members may submit their IACP Member dues along with the First Time IACP Member registration fee (\$370) by completing the membership portion of the registration form.

Law enforcement professionals at every level can qualify for membership in the IACP. Those in sworn command-level positions qualify for active membership; others are eligible for associate membership. Visit [www.theIACP.org/Membership](http://www.theIACP.org/Membership) for details.

2019 REGISTRATION FEES	Advance Registration On or before September 11, 2019	Online & On-site Registration On and after September 12, 2019
IACP Member*	\$425	\$500
First Time IACP Member**	\$370	\$445
Non-member*	\$600	\$725
Family Member*+	\$150	\$150
Children 6-18*	\$45	\$45
Children 5 and Under*	FREE	FREE
Exposition Pass	FREE	FREE
1-Day Pass^	—	\$160
2-Day Pass^	—	\$235

- \* Full conference registration fee includes access to all general assemblies, workshops, receptions, Exposition Hall, and Chiefs Night.
  - # The First Time IACP Member discounted rate must be taken at the time of the initial registration. Refunds cannot be given for incorrect registration submissions.
  - + Family refers to spouse or family member, not a business associate or fellow law enforcement colleague. Only the family member's name, city, and state will appear on his or her badge. Family members do not receive certificates for workshops.
  - ^ 1-Day and 2-Day Pass registration will begin online on September 12, 2019. Each person may register for only ONE 1-Day Pass or 2-Day Pass.
- Only IACP members can take advantage of the member registration rate. All IACP memberships are individual and non-transferable for conference registrations member rates.

## REFUND POLICY

- All cancellations must be made in writing and mailed, faxed (703-836-4543), or e-mailed (Attendee: [conf2019@theiacp.org](mailto:conf2019@theiacp.org); Exhibitors: [exhibits@theiacp.org](mailto:exhibits@theiacp.org)) to the IACP headquarters. A penalty will apply. No telephone cancellations will be accepted. It will take a minimum of six weeks to receive a refund.
- A 25% penalty will be assessed on all cancellations postmarked or fax/e-mail dated on or before October 2, 2019.
- A 50% penalty will be assessed on cancellations postmarked or fax/e-mail dated October 3 - 23, 2019.
- No refunds will be issued on or after October 24, 2019. No refunds will be given for no-shows. No refunds will be issued for Annual Banquet or Chiefs Night tickets.
- Registration or Annual Banquet tickets may be transferred to another person in your organization by written request to IACP prior to October 2, 2019. After this date all changes must be made at the conference. Additional charges may apply.



# Resources for Terrorism Response

Insider Threats, Cyberterrorism, Vehicle Attacks, and More



Law enforcement's role is ever-expanding, and protecting communities from terrorism is a growing concern.

IACP Net has a wealth of field-tested ideas on preparing for and responding to terror attacks. The

Main e-Library offers many helpful resources, including the following:

▪ **Understanding the Insider Threat (650751):**

This video from the U.S. Department of Homeland Security uses security and behavior experts to discuss how insider threats manifest in a variety of ways including terrorism, workplace violence, and breaches of cybersecurity. Understanding how to recognize and respond to these various types of insider threats, whether nonviolent or violent, increases an organization's ability to protect both its people and sensitive information.

▪ **Thwart Threats of Vehicle Terror Attacks (651155):**

In 2018, an individual in a white rental van intentionally plowed down a crowd of pedestrians in the Toronto, Ontario, suburb of Richmond Hill, killing 10 people. In 2017, an Islamic terrorist drove a rented pickup truck into cyclists and runners for about one mile of a bike path in Lower Manhattan, New York, killing eight people. To prevent such attacks, planners need to understand two different types of vehicle access points.

▪ **Enemies in Cyberspace – Cyberterrorism and Terrorists' Use of the Internet (650750):**

In this podcast, analysts from the New Jersey Cybersecurity and Communications Integration Cell (NJCCIC) delve deep into the cyberthreats facing New Jersey. The continued growth of IP-enabled devices for both personal and business uses results in an increased attack surface for threat actors to target, impacting attached physical systems.

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



## Architects Design Group

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- » October 26-29, 2019 | IACP Conference | Booth #2308  
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TOP IACP BLOG POST



**The IACP Leadership Awards**

The International Association of Chiefs of Police is pleased to announce the 2019 IACP Leadership Award winners. These winners represent initiative, innovation, and excellence in law enforcement practices in the areas of community safety, emerging issues, investigations, leadership, national security, transnational crime, and transportation safety.



Read this blog post and others at [theIACP.org/blog](http://theIACP.org/blog)

**POPULAR IACP RESOURCE**



**Peer Support Guidelines**

(by IACP Psychological Services Section)



Access this resource and more at [theIACP.org](http://theIACP.org)

**TWEET** 

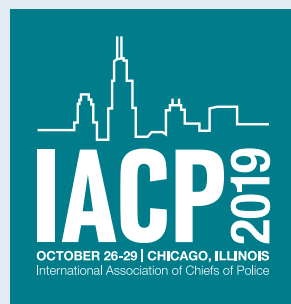
# of the month



.@TheIACP President Paul M. Cell thanks @fijipoliceforce Commissioner Sitiveni Qiliho for his commitment to the global policing profession.



**FEATURED ITEM IN IACP MONTHLY JULY NEWSLETTER**



**The IACP Education Program Is Now Available**

IACP 2019 (October 26-29, Chicago, Illinois) will offer more than 200 workshops across 12 tracks. Topics range from officer safety and wellness and recruitment to evidence-based policing. Visit [theIACPconference.org](http://theIACPconference.org) to view the program online or download the IACP 2019 conference mobile app to start planning your schedule.



View the program or register for IACP 2019 at [theIACPconference.org](http://theIACPconference.org).

**THIS MONTH'S QUOTE**



Today, the requirement is to be multidimensional in the effort to combat terrorism, using critical thinking to defend against the next elusive attack, whether it comes in the form of traditional threats, unstable nation-states, or ever-evolving terrorist tactics."



*"Understanding the Challenge of the 21st Century Nontraditional Threat"*  
Pgs. 24-30.

**TOP POLICE CHIEF JULY ONLINE BONUS ARTICLE**



**"Police Hiring in the #MeToo Era"**

By Maria Munayer, Lieutenant, Pleasanton Police Department, California



Read this article and more bonus content at [policechiefmagazine.org/category/bonus-online-article](http://policechiefmagazine.org/category/bonus-online-article).

# Time Is Not Always on Our Side

Message from IACP Police Physicians Section

**IN THE LATE 1960s, DR. R. ADAMS COWLEY, THE FOUNDER OF THE BALTIMORE, MARYLAND, SHOCK TRAUMA CENTER, COINED THE TERM “GOLDEN HOUR.” HE DEMONSTRATED THAT DELIVERING CRITICALLY INJURED PATIENTS EXPEDITIOUSLY TO THE OPERATING ROOM COULD DRAMATICALLY IMPROVE SURVIVAL RATES. THE RESULTING USE OF HELICOPTERS AND SEARCHING TO SHAVE A MINUTE HERE AND THERE IN ROUTE TO THE HOSPITAL PAID HUGE DIVIDENDS.**

While it's commonly expressed among hostage negotiators that “time is on our side,” that's not true when people are bleeding. A person can bleed out in just two to three minutes. If a person's airway is obstructed for a few minutes, the heart may be

unable to deliver oxygenated blood to the tissues of the body. The brain is the most sensitive organ to oxygen deprivation, and loss of consciousness can occur within only seconds of application of a carotid control technique. It is now generally accepted knowledge that officers need to care for themselves and civilians in the event they are injured by hostile actions. Realistic training is required to build skills that will function effectively under stress.

In the late 1990s, the U.S. Navy SEAL community, under the leadership of Captain Frank Butler, MD, and other special forces medical experts, took a serious look at how casualties in crises could be better managed. Tourniquets, which had fallen out of favor

after the U.S. Civil War, made a resurgence and have clearly been documented to save lives with no adverse effects in the conflict in Iraq. Other medical equipment has been evaluated as well, but one of the key components that is frequently overlooked is the emphasis on developing small unit tactics to safely rescue those down when hostile fire may continue. The first SEAL Tactical Combat Casualty classes were for the team leaders so that they would learn the nuances of how sustaining casualties can affect the ability of a team to complete the assigned mission.

The 75th Ranger Regiment has the lowest mortality rate in the entire U.S. Department of Defense, largely due to the command commitment to make casualty management one of the four key skills to be a ranger, first defined by retired General Stanley McChrystal. In addition to each ranger having these fundamental skills, there are more advanced providers equivalent to paramedics, physician assistants, and physicians in various echelons of care in the field.

Most EMS contracts demand paramedic level of care to be on scene in eight minutes the majority of the time. However, the Tamir Rice

settlement placed a new burden on law enforcement. A medically trained FBI agent who was part of a stakeout team nearby was on scene providing advanced medical care to Rice four minutes after he was shot. Among several problems alleged by Rice's family was the time delay for treatment, a problem that could be resolved by embedding medical care skills within the police.

Police leaders need to ask themselves the following questions:

- Can your officers conduct a rescue under fire?
- Do your officers carry their tourniquets on them and know how to use them under stress?
- Is your armored police rescue vehicle ready to drive immediately, or are you forced to wait for an officer to go to the SWAT shed to get it?
- Do any of your police medics carry TXA (a drug to halt bleeding in chest or abdomen) and ketamine (a pain medication and sedative)? Can they administer these medications immediately?

Lives hang in the balance, and time cannot be wasted in a crisis—officers need to be prepared to act and provide emergency medical care. ♡





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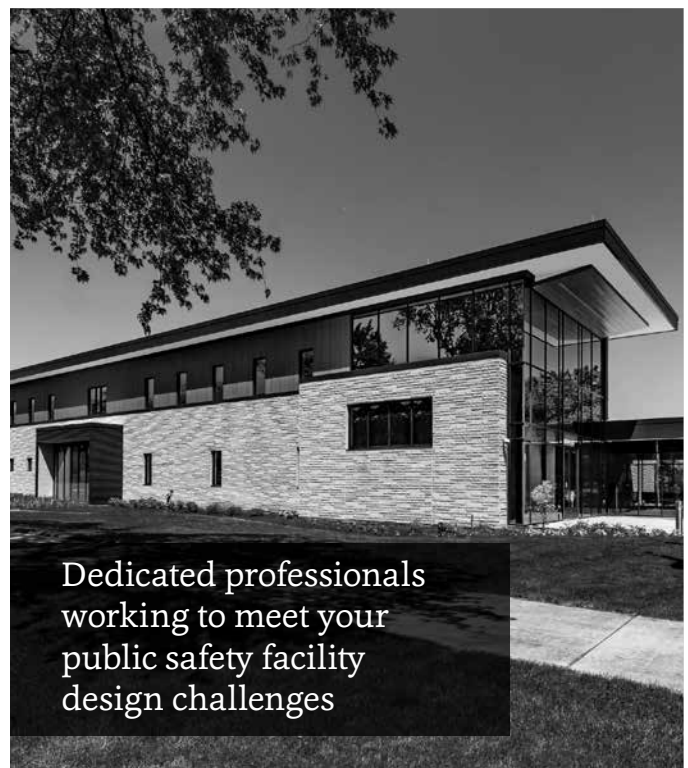
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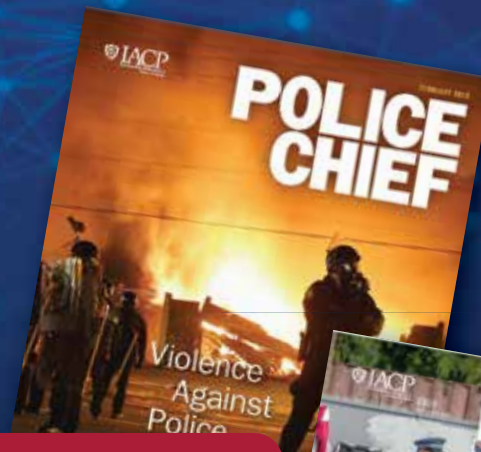


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