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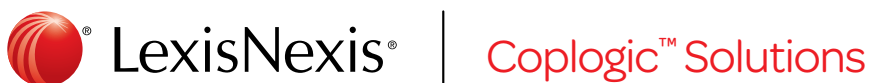
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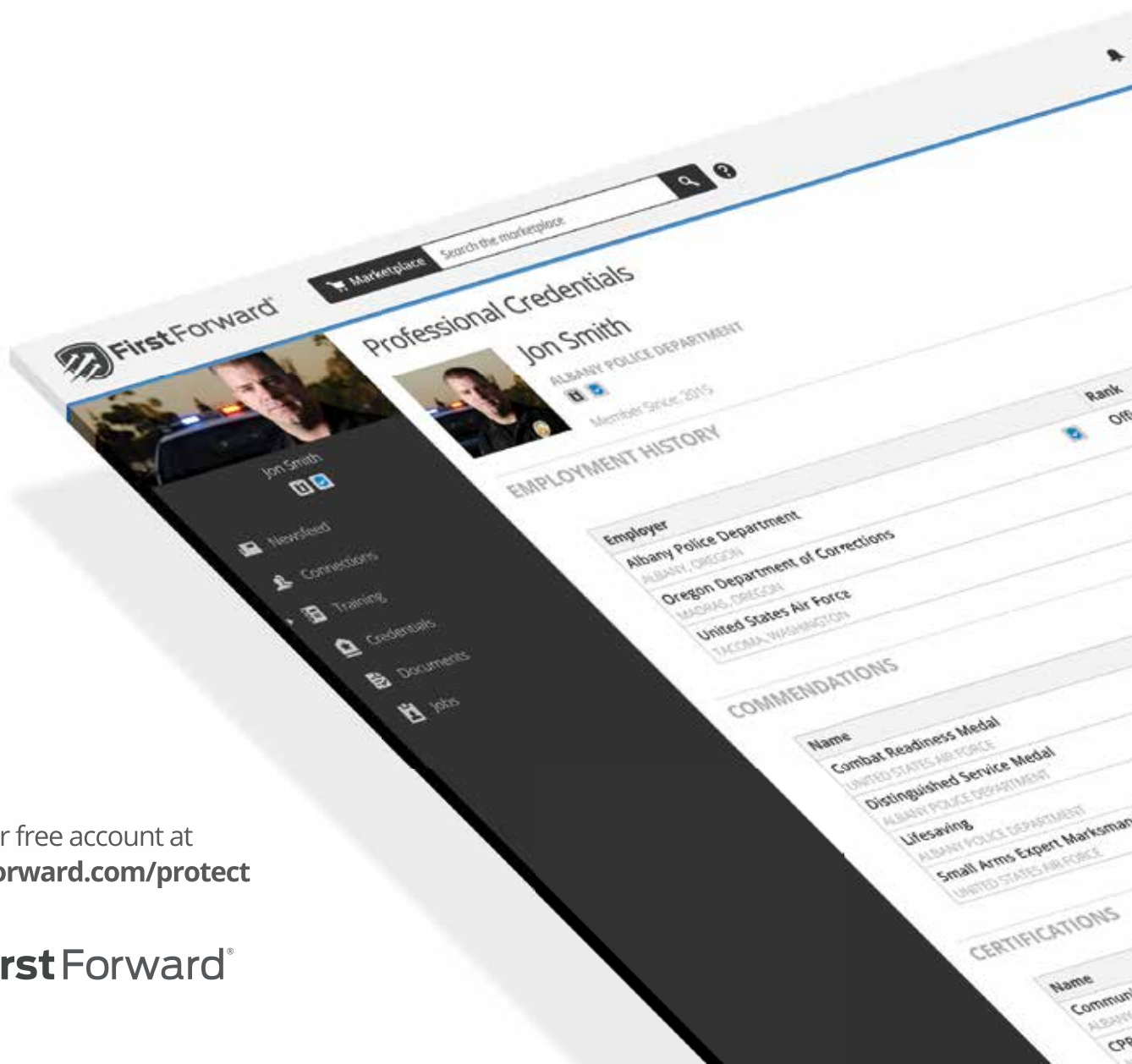
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Leadership is multifaceted and goes far beyond a title or a role. It involves setting an example and modeling service and ethical policing; it means facing challenges head on and finding solutions; and it means constantly striving to provide the best possible quality of life for both the community and your officers. Law enforcement leaders around the world are treading different paths to achieve these goals and are finding solutions ranging from servant leadership to advocacy, among other avenues, as they lead their agencies forward.

The Police Chief

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Leading the Way to a Culture of Safety

As leaders, we often have to take on difficult issues, including those that might be outside of our comfort zones. As you have surely noticed, the news cycle seems to be dominated by incidents of sexual harassment committed by a range of individuals in a variety of professions and at different heights in their careers.

No profession is immune from this morally reprehensible and unacceptable behavior. As a chief of police and as the president of the IACP, I can assure you that incidents of harassment of any kind in either organization I lead are not tolerated.

Every individual is entitled to be treated with respect for his or her inherent human dignity. Behavior that reveals or propagates the absence of such respect not only harms the individual it was aimed at, but it also undermines discipline and destroys the morale, efficiency, and integrity of the entire organization in which that person is employed.

As part of my leadership role in the law enforcement profession, the IACP recently updated and adopted a clear and unambiguous policy that communicates that our association has zero tolerance for sexual harassment. This policy and procedure applies to acts committed internally by IACP staff as well as acts of harassment by (or toward) appointed or elected leadership of the IACP; IACP members; or IACP vendors, consultants, and contractors. The association is committed to providing an environment free from harassment of any kind.

However, it is important to note that being a strong leader is not just about putting policies into place. It is also about creating a culture within your agency in which everyone feels respected and feels comfortable bringing issues forward to decision makers and supervisors. Bringing forth an allegation about another person in your organization or an individual whom your agency or organization works with or for is not an easy thing, especially when it pertains to harassment. That is why we must instill a culture of openness in our agencies. No matter what your level or rank—chief, colonel, lieutenant, sergeant, commander—you must make those who work directly for you and alongside of you feel comfortable in speaking out about sensitive issues, including incidents of harassment.

IACP has long recognized the need to address sexual assault and related offenses both in communities and within law enforcement organizations, and I urge you, as leaders in law enforcement, to take advantage of IACP resources. We have developed (and continue to develop) resources addressing various elements of the

issue, from misconduct by law enforcement to domestic violence to gender bias, as have many of our partners.

Addressing Sexual Offenses and Misconduct by Law Enforcement: Executive Guide—As law enforcement leaders, we need to be prepared to address sexual offenses—both criminal and non-criminal—perpetrated by officers or other agency personnel, both within the workplace and out in the community. A single incident of sexual misconduct by a law enforcement officer not only violates the victim's rights and dignity, it also damages the trust of the community and tarnishes the reputation of the agency and profession. As leaders, we need to protect both our community and our profession by responding quickly and effectively to any type of sexual misconduct by our personnel and by establishing an organizational culture that clearly communicates the inappropriateness and unacceptability of such actions.

This guide provides recommendations on leadership actions, including policy, hiring, training, and intervention, that can help law enforcement leaders prevent sexual misconduct by personnel and promote a safe culture, while also providing information on how to handle and investigate an incident, should one occur.

Trauma-Informed Sexual Assault Investigation Training—With support from the U.S. Department of Justice's (DOJ's) Office on Violence Against Women, IACP conducted 26 on-site

training events from 2014 to 2017, training more than 1,300 law enforcement personnel on trauma-informed sexual assault investigations.

Trauma-informed training can improve law enforcement's response to victims of sexual assault and help them understand how trauma can affect victim recollections in order to build a stronger case and recognize and mitigate the effect of potential officer bias on the investigation. A training video, guidelines for sexual assault investigations, and other resources on this topic can be found on IACP's website.

Identifying and Preventing Gender Bias in LE Response to Sexual Assault and Domestic Violence—Sexual assault and domestic violence disproportionately impact women; girls; and lesbian, gay, bisexual, and transgender individuals. The DOJ has released a guidance document to law enforcement to assist them in reducing sexual and domestic violence in their communities and to improve response to victims. In accordance with this document's recommendations, IACP is working on two project initiatives.

- **Integrity, Action, and Justice: Strengthening Law Enforcement Response to Domestic and Sexual Violence:** In this project, up to four law enforcement agencies will receive support, assistance, and resource development to improve their response to investigations of sexual assault, domestic violence, intimate partner violence, and stalking.
- **Enhancing Community Trust: Proactive Approaches to Domestic & Sexual Violence:** This program will develop an agency self-assessment process to help departments assess their current efforts to address sexual assault, domestic violence, and stalking, and promote a strategic planning process to enhance policies, training, and accountability regarding these types of investigations. This program also includes a webinar series, as well as an infographic that agencies can download.

In addition to these resources and other projects by IACP addressing sexual assault and related crimes, a number of our past and current partners have produced helpful resources. For instance, Futures Without Violence has information about sexual harassment in the workplace and sexual harassment by employers, and the National Sexual Violence Center has information on sexual violence and the workplace. ❖



*Louis M. Dekmar, Chief of Police,
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Access this article online at www.policechiefmagazine.org for links to the resources mentioned here.



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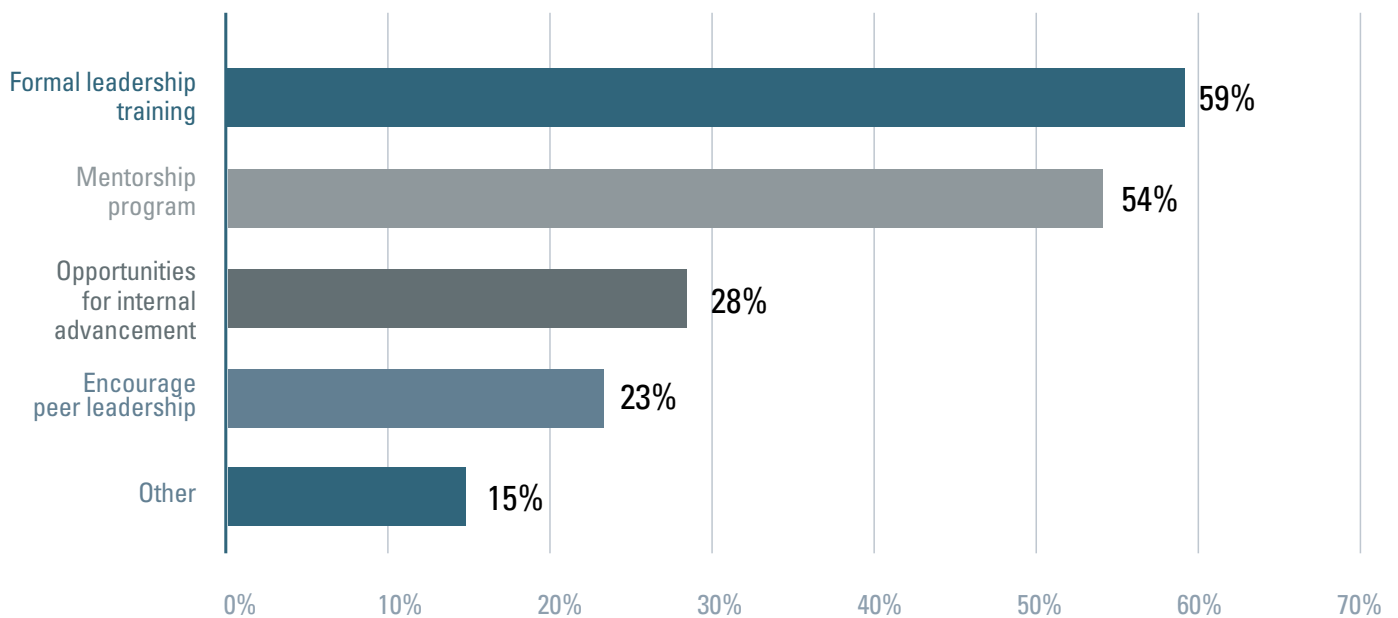
To apply or learn more about the program, visit www.calu.edu/DCJ.

Police Chief knows that many of the best ideas and insights come from IACP members who serve their communities every day. The Dispatch is an opportunity for members and other readers to share their wisdom, thoughts, and input on policing and the magazine.

MEMBERS SPEAK OUT

In November, *Police Chief* asked our readers what strategies their agencies use to build their leadership pipelines. Here is what you told us:

Agency Methods to Build Leadership Pipelines



“No one can lead alone or in a vacuum. Succession planning is essential. Surrounding yourself with those who strive to get better and developing others make your organization strong and ensures continued success—and is the mark of a good leader.”

—Paul Williams, Chief
Springfield Police Department, Missouri

“[At our agency,] leadership development has been identified as one of the top three priorities by line-level employees and management due to significant turnover at the upper ranks of the department caused by retirements.”

—Stephen Hunt, Chief
Azusa Police Department, Washington

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YOUR TURN



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Chief David Rausch Testifies on Worldwide Threats and Keeping Communities Secure in the New Age of Terror

By Sarah Guy, Manager, Legislative Affairs, IACP

On November 30, 2017, Chief David Rausch, general chair of the IACP Midsize Agencies Division, testified before the Homeland Security Committee, U. S. House of Representatives on securing communities in the new age of terror.

In his testimony, Chief Rausch discussed the challenges that law enforcement faces in “responding to planned rallies, spontaneous crowds, and civil disturbances by extremist groups” while balancing people’s First Amendment rights. He focused how social media has changed the operational environment by providing these groups with the ability to rapidly mobilize and spread their messages of hate.

Chief Rausch outlined legislative, policy, and action recommendations that Congress should take to improve law enforcement’s ability to have the necessary information needed to properly protect individuals who want to demonstrate, as well as the general public. These steps include

- training law enforcement officers to mitigate and de-escalate these events
- purchasing equipment to help law enforcement respond to and manage these events—to include protective gear, cameras, and radios
- providing funding to create specialized units and task forces that agencies can use to prepare for a demonstration or mobilize if violence occurs
- granting federal support for fusion centers and information sharing (These centers play a unique role in protecting communities by informing decision making and sharing information at all levels of law enforcement.)
- providing congressional support to ensure that social media providers are willing and able to share necessary information that would help protect our communities and citizens

Chief Rausch encouraged the U.S. president, members of Congress, and state and local elected officials to condemn acts of bigotry, reminding them of the important roles that they play as elected officials and the power they have “to speak out against the hateful incidents that are plaguing our communities and send a message that these acts will not be tolerated.” He

reiterated that it is the responsibility of everyone, including law enforcement, to work together to put an end to the hate and tensions that are brewing.

To view the hearing and to read a full copy of Chief Rausch’s testimony, visit the U. S. House of Representatives, Homeland Security Committee website: <https://homeland.house.gov/hearing/world-wide-threats-keeping-america-secure-new-age-terror>.

Concealed Carry Reciprocity Act Advances in U.S. House of Representatives

On December 6, 2017, the U.S. House of Representatives passed the Concealed Carry Reciprocity Act (H.R. 38) by a vote of 231-198. While the IACP is supportive of Second Amendment rights for all law-abiding citizens, we are opposed to the Concealed Carry Reciprocity Act.

This legislation would undermine state laws that determine who is qualified to carry a concealed firearm—laws that take into account the distinctive circumstances and needs in each

state—and would force states to allow individuals to carry guns who are not qualified to do so under the states’ own laws.

This misguided legislation would preempt local and state perspectives on what’s best for communities by forcing states to accept weaker concealed carry standards of other states and would eliminate every state’s ability to determine who may exercise the enormous responsibility of carrying a firearm, concealed or otherwise.

Training is a vitally important aspect of carrying a concealed firearm. Law enforcement officers are extensively trained to understand responsible firearm use, including making split-second decisions about when deadly force is appropriate; they also attend periodic in-service training and must regularly requalify with their service weapons. While a majority of states require a minimum number of hours of training to be eligible for civilian concealed firearm permits, several states do not require any training at all to carry a firearm in public. No state should be forced to accept a person carrying a concealed firearm who has not received gun safety training.

Additionally, during traffic stops and other interactions with the public, law enforcement officers would face the daunting task of verifying the validity of different carry permits from the states that issue them. This would require law enforcement officers to be familiar with 50 different states’ laws on conceal carry permits. Given the split-second decisions officers frequently need to make, this legislation would make a law enforcement officer’s job even more complex.

H.R. 38, as passed by the House, also included the Fix NICS Act (H.R. 4477) that would address National Instant Criminal Background Check System (NICS) reporting failures by requiring federal agencies and states to create NICS implementation plans, holding them accountable to those plans, and incentivizing them to share all relevant information with NICS, including information on domestic violence.

While the U.S. House of Representatives has passed these combined measures, the Senate will still need to pass the bill individually or collectively. The IACP urges you to reach out to your U.S. senator and express opposition to the Concealed Carry Reciprocity Act (S. 446). ❖





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The main content area displays three course listings, each with a 'Nationally Certified' badge and the IADLEST logo:

- Autism in the Wild: Training for Law Enforcement** by SPOKANE COUNTY SHERIFFS OFFICE, priced at \$110.00. Description: 'As individuals with Autism Spectrum Disorders (ASD) are seven times more likely to encounter a 911 emergency than...'. Tags: Communication, Community Policing, Conflict Resolution, De-Escalation.
- Ten Steps to a Graffiti Free City** by THE GRAFFITI CONSULTANTS, priced at \$99.00. Description: 'This course will cover how to conduct a successful graffiti investigation as well as the ten proven steps a city needs'.
- The Traumas of Law Enforcement** by CONCERNS OF POLICE SURVIVORS, INC., priced at FREE.

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Building a Successful Police Fitness Program

*By Kevin Meyer, Chief of Police,
Cranberry Township, Pennsylvania,
Police Department*

Chief Kevin Meyer, of the Cranberry Township, Pennsylvania, Police Department, has been doing police work for more than 20 years. During his years of service, Chief Meyer has been fitness conscious and has found that keeping in shape has made him a more effective police officer and a better person. Other officers have likely felt the same effects of fitness, but despite these common sentiments among law enforcement officers, a glaring disconnect exists between the need for police officers to be physically fit and the availability of fitness programs specifically focused on police work. Police work has distinctive physical challenges that are unlike those of conventional sports or fitness. The expectation of fit police officers in the absence of police-specific fitness training is akin to the notion of issuing firearms to officers, but not providing an opportunity to train or practice using them.

Last year, when Chief Meyer was named the chief of police in Cranberry Township, a suburb of Pittsburgh, Pennsylvania, with around 30,000 residents, he decided to see if he could narrow the gap between what was needed and what was offered at his department in terms of officer fitness. Chief Meyer's first step was to look at other police departments to learn whether they saw the same disconnect and, if so, how they were responding to it. Chief Meyer found that, while many agencies felt that a physical fitness program would be helpful, implementing a successful program was a struggle. In most cases, those struggles involved challenges with the police departments' bargaining units. In many regions around the United States, agencies cannot require officers to do something as demanding as a fitness regimen without including it in the collective bargaining process, and it is very complicated to get a fitness plan into a contract. In addition to the complications of a fitness program contract, there are U.S. federal laws designed to protect workers' privacy, which makes securing most personal health information that could help to custom-tailor fitness programs out of bounds.

Talk It Over

Due to the challenges involved in establishing a fitness program that would be acceptable to the collective bargaining unit, Chief Meyer's next step was to sit down with the president of his department's police union. That officer and

Chief Meyer discussed the possibility of building an officer fitness program that would be completely voluntary. A completely voluntary fitness program would mean that officers could choose to sign up and become eligible for incentives or to opt out without penalty.

The Cranberry Township Police Department has an advantage in that the officer who is the president of the police union is also an advocate for physical fitness. That officer agreed that a police-centric health and fitness program was a great idea. Together, Chief Meyer and the officer organized the Elite Police Fitness Incentive Training (FIT) program.

Working with the president of the department's police union also helped to get the early and enthusiastic backing of the town's five-member elected governing body and its township manager, the chief of staff. The local government's support and willingness to offer incentives and absorb most of the program's out-of-pocket costs were instrumental in the success of the program.

Partner Up

Chief Meyer then took a closer look at some of the other health and wellness initiatives out there to learn what worked, what didn't, and what he could adapt to work for his department. His research led him to the Cooper Institute, a nonprofit research and education organization

that focuses on preventative medicine with a particular interest in the role of exercise in health. The institute's work in developing fitness standards for police is considered the industry's gold standard.

With these standards in mind, Chief Meyer crafted the Elite Police FIT program around the Cooper Institute's benchmarks and then added in a wellness element to complement the physical fitness element. In addition to the physical fitness portion, the program focuses on nutrition, stress, medical exams, tobacco cessation, weight management, and other fitness and wellness components.

Chief Meyer also welcomed the help of local businesses who shared the department's view about the importance of fitness in police work. One of the local businesses, a nearby athletic training organization run by a veteran National Football League (NFL) player, provides individualized coaching, along with a fitness facility that supplements the police department's weight room. A business that makes sports nutrition supplements was also instrumental in getting the Elite Police FIT program off the ground. Support from outside organizations was important and greatly appreciated to help implement and sustain the program.

In December 2016, the Elite Police FIT program was officially rolled out. By then, most of the department's 27 officers had made a voluntary



The expectation of fit police officers in the absence of police-specific fitness training is akin to the notion of issuing firearms to officers, but not providing an opportunity to train or practice using them.

commitment to join the program and prepare themselves for an official assessment event, which was held in April, using criteria from the Cooper Institute, modified to accommodate the age and gender of each officer. Fitness metrics included a bench press, a leg press, a 300-meter run, a 1.5-mile run, sit-ups, and pushups. The officers did extremely well, and a number of them hit the incentive levels that were defined, earning commendations, uniform pins, and paid time off. The next cycle of program incentives began shortly after that assessment event.

Early Indications

It might be too soon to fly a “mission accomplished” banner, but the early results of the program have all been positive. One result has been a heightened sense of camaraderie and accomplishment. Although it’s a difficult quality to measure, an indicator of this was that four of the officers wanted to enter the National LawFit Challenge competition held in Pearl, Mississippi. It’s

a demanding test of physical stamina combined with mental focus that uses exercises specific to police work. Performance Inspired, the program’s sports nutrition partner, paid the officers’ expenses to be able to participate in the competition.

For first-time participants, the agency’s team did well. Many of the competition’s challenges—remembering a suspect’s description, climbing over a wall, crawling under wickets, running stairs, jumping through windows, carrying an adult-sized dummy, handcuffing a suspect, using a laser pistol, and more—were unlike the more generic fitness elements of the department’s program. The teams that did best at the LawFit competition had practiced using many of those maneuvers, and it showed. The competition revealed that the Elite Police FIT program needs to be adjusted to really fulfill more police-specific fitness skills.

The Cranberry Township Police Department’s Elite Police FIT program will continue to evolve. While it might never be a perfect fit for

everyone, it offers a great beginning at modest cost to the department. Law enforcement agencies everywhere are welcome to borrow from and implement a form of the program at their own workplace. For those considering such a program, consider the following, all of which were key to getting the Elite Police FIT program off to a strong start:

- Secure support of elected officials
- Identify an inside champion
- Make it completely voluntary
- Don’t ask for medical information
- Provide meaningful incentives
- Individualize goals for gender and age
- Welcome outside partners

By following these steps, police-specific fitness programs can become a reality for many departments to their officers’ and communities’ benefit. ♦



MORE INFORMATION

The Cooper Institute Fitness Standards for Law Enforcement: www.cooperinstitute.org/vault/2440/web/files/684.pdf

LawFIT Challenge Components: www.lawfit.org/lawfit-challenge-components

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The Untapped Potential of First-Line Supervisors

By *Hannah D. McManus, Research Associate, IACP/UC Center for Police Research and Policy; Gabrielle T. Isaza, Research Associate, University of Cincinnati, Ohio; and Robin S. Engel, PhD, Director, IACP/UC Center for Police Research and Policy, Vice President for Safety and Reform, University of Cincinnati*

It is routinely acknowledged that first-line supervisors perform a variety of duties critical to the success of law enforcement organizations. Tasked with balancing the expectations of upper-level managers with the needs of front-line officers, supervisors act as directors of daily activities, monitors of officer performance and activity on the street, and translators of organizational goals and strategies for their agency.¹ These supervisors have close proximity and frequent interactions with subordinate officers that provide opportunities to influence officers' attitudes and behaviors.² Often, supervisory leadership is key to officer performance. Therefore, it is critical for the law enforcement field to better understand the potential impact of supervisory influence, as well as how supervisors might be better selected and trained to enhance police practices at the street level.

Supervisory Styles and Their Influence on Officer Behavior

Though many were initially skeptical about the extent of supervisors' abilities to influence subordinate officers, research from the late 1990s and early 2000s demonstrated that certain supervisory styles had a larger impact on subordinate officers' attitudes and behavior than other styles did. For example, in a 2003 study of the relationship between police supervisory styles and subordinate behavior, researcher Robin Engel found that police supervisors who are more active in their position, choosing to lead by example, had the greatest impact on subordinates' behavior.³ Specifically, subordinate officers with "active" supervisors were more likely to engage in proactive or self-initiated problem-solving and community policing activities. Interestingly, active supervisors were more likely to be involved in use-of-force incidents compared to their non-active supervisory peers.⁴ This was reflected by the active supervisors' subordinates, who were also found to be more likely to use force. Clearly, supervisors can set both positive and negative models of behavior for patrol officers. Researchers have also found that subordinate officers may emulate other behaviors of their supervisors, such as integrity violations or number of citations issued, as well as how often they avoid work during a shift.⁵ These findings provide evidence that line-level officers model their behaviors based on their supervisors' managerial style. Supervisors may also influence subordinate officers' discretionary behavior through the use of rewards. For example, the use of informal rewards has been found to influence officer arrest productivity for certain offenses.⁶

Further, research shows that officers modify their behavior based on their perceptions of their supervisors' attitudes and priorities—although sometimes officers misperceive what supervisors actually expect. This communication breakdown suggests that officers will model behavior, but they need strong, clear communication from their supervisors regarding expectations.⁷ This finding is critical for enhancing first-line supervision

because it demonstrates the problem is not that subordinate officers' behavior cannot be impacted through supervision, but rather that some supervisors fail to effectively communicate their preferences and therefore the supervisors' potential to impact behavior often goes untapped.⁸

Despite the enormous potential of first-line supervisory influence over officer behavior, this remains a relatively underutilized resource. Although law enforcement agencies invest heavily in training new recruits and also have a variety of upper-managerial or executive training opportunities, there are simply fewer quality training opportunities for first-line supervisors. Unfortunately, in many agencies, the potential impact of first-line supervisors is overlooked, so little investment is made in these employees unless they continue to higher ranks. Indeed, in many law enforcement agencies, a promotion to sergeant includes no training regarding leadership, management, or supervision.

Training Supervisors: What Works?

First-line police supervisors are expected to be effective leaders with enough experience and training to manage both up and down the chain of command. Large-scale studies and literature reviews from the United Kingdom examining supervisory training have highlighted broad areas that should be targeted for improvement, such as confidence to lead, capability to act, standards for uniformity, and status, to enhance leadership within the position.⁹ Despite these suggestions, the most effective way to enhance line-level supervision remains unclear. Specifically, while leadership training is provided by a variety of organizations, studies of the implementations or effects of these training opportunities are scarce.¹⁰ Because of this, there is limited information on the outcomes of leadership development programs, and very few "evidence-based" recommendations for improving front-line supervision (e.g., selection, training) exist. Given the wide variation in the way law enforcement agencies prepare their supervisors, the lack of research dedicated to understanding the most effective means of selection and training is problematic. Substantial work is needed before the law enforcement field can identify best practices, what works, or even what's promising for police supervision.

Testing and Promoting Innovation in Police Supervision

While experts agree that first-line supervisors can significantly influence subordinate officers' behavior, much less is known about how to best train and support police supervisors to use this influence for the benefit of their agencies. Research suggests that leading by example may be an effective way to influence subordinate officers' behavior; however, more research is necessary to understand the impacts of different managerial styles and to identify the best methods that enhance these styles to impact officer behavior. Unfortunately, most of the available research is based on studies that are now over two decades old, so it is unknown how current training and practices in field supervision are impacting subordinate behavior. Particularly interesting is the potential changes in supervisory styles and influence based on changes in technology, community-police relations, and other monumental shifts in policing that have occurred since the bulk of the research studies on supervision were performed.

Additionally, it remains unclear which are the best ways to select, train, and support quality first-line law enforcement supervisors. The field lacks a general consensus about what good supervision looks like and how to

encourage it within agencies. The police supervisor training programs that currently exist should be evaluated to help inform agencies of the best ways to prepare individuals for the various responsibilities of supervisory roles. Together, this work could develop an evidence-based model of police supervision that not only includes recommendations for selection, training, and retention, but also promotes particular supervisory styles over others.

In summary, an important next step in the field of law enforcement is an examination of the influence of the police supervisor and the evaluation of current methods of supervisor selection and training within agencies. ❖

If your agency is doing something innovative related to first-line supervision, we want to learn about it and share your agency's experiences with the field. Please contact the IACP/UC Center for Police Research and Policy if you are interested in discussing the innovation occurring at your agency or are willing to host a research study to test supervisory impact. Learn more and find out how to get involved at www.theIACP.org/research.

Notes:

¹John Van Maanen, "Making Rank: Becoming an American Police Sergeant," *Journal of Contemporary Ethnography* 13, no. 2 (1984): 155-176; Jeffrey H. Witte, Lawrence F. Travis III, and Robert H. Langworthy, "Participatory Management in Law Enforcement: Police Officer, Supervisor, and Administrator Perceptions," *American Journal of Police* 9, no. 4 (1990): 1-23.

²Michael K. Brown, *Working the Street: Police Discretion and the Dilemma of Reform* (New York: Russell Sage Foundation, 1988); Peter K. Manning, *Police Work: The Social Organization of Policing* (Cambridge, MA: MIT Press, 1977).

³Robin S. Engel, "How Supervisory Styles Influence Patrol Officer Behavior," in *Research for Practice* (Washington, DC: National Institute of Justice, 2003), <https://www.ncjrs.gov/pdffiles1/nij/194078.pdf>.

⁴Robin S. Engel, "Supervisory Styles of Patrol Sergeants and Lieutenants," *Journal of Criminal Justice* 29 (2001): 341-355.

⁵Leo W.J.C. Huberts, Muel Kaptein, and Karin Lasthuizen, "A Study of the Impact of Three Leadership Styles on Integrity Violations Committed by Police Officers," *Policing: An International Journal of Police Strategies & Management* 30, no. 4 (2007): 587-607; Richard R. Johnson, "Officer Attitudes and Management Influences on Police Work Productivity," *American Journal of Criminal Justice* 36, no. 4 (December 2011): 293-306; Richard R. Johnson, "Management Influences on Officer Traffic Enforcement Productivity," *International Journal of Police Science & Management* 8, no. 3 (2006): 205-217.

⁶Johnson, "Management Influences on Officer Traffic Enforcement Productivity"; Peter Moskos, "The Better Part of Valor: Court-Overtime Pay as the Main Determinant for Discretionary Police Arrests," *Law Enforcement Executive Forum* 8, no. 3, (2008): 77-94.

⁷Robin S. Engel and Robert E. Worden, "Police Officers' Attitudes, Behavior, and Supervisory Influences: An Analysis of Problem Solving," *Criminology* 41, no. 1 (2003): 131-166.

⁸Robin S. Engel and Samuel Peterson, "Leading by Example: The Untapped Resource of Front-Line Police Supervisors," in *The Future of Policing*, ed. Jennifer M. Brown (New York: Routledge, 2013), 398-413.

⁹Her Majesty's Inspectorate of Constabulary, *Leading from the Frontline* (London: Home Office, 2008), <https://www.justiceinspectors.gov.uk/hmicfrs/media/leading-from-the-frontline-20080530.pdf>.

¹⁰Robin S. Engel and Samuel Peterson, "Leading by Example."

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Public's Right to Video-Record Police Should Be Set in Policy

By Holly E. Ragan, Associate County Counselor, St. Charles County, Missouri

The recording of police activity by members of the public is now such a commonplace occurrence that officers should assume that they are being recorded at all times while on duty. The recording of police officers raises important First and Fourth Amendment issues, and all law enforcement agencies, large or small, should set forth a policy and guidelines for officers to follow regarding allowing individuals to record their actions and when officers may properly seize and search a cell phone or other recording device for recorded evidence that might be on it.

First Amendment Concerns

There is a nearly uninterrupted line of cases from courts around the United States holding that individuals may record police activity—and frequently holding that this right is clearly established. This distinction is important for qualified immunity from civil litigation: once a constitutional right is “clearly established,” officers are presumed to know of the right and may be held liable for violating it. Every U.S. circuit court to have recently addressed the issue has held that there is a First Amendment right to record police activity, and it has been often held that the right was clearly established at the time of the events giving rise to the lawsuit.¹ Furthermore, while some earlier courts examined the recorder's intent in making the recording, the current trend is for courts to ignore any such distinctions. The Third Circuit, for example, recently held that it is irrelevant “whether Plaintiffs had an expressive intent, such as a desire to disseminate the recordings, or to use them to criticize the police, at the moment when they recorded or attempted to record police activity.”²

To be sure, the public's right to record the police is not unlimited. It does not extend to places where the person does not have a lawful right to be, including crime scenes or private property without permission from the property owner. The right to record does not allow people to put themselves or others in danger and does not allow individuals to actually interfere with an officer performing his or her duties. This final limitation, however, should be narrowly construed—while a person may not tamper with a witness, hinder a lawful arrest, or incite bystanders to obstruct an officer from performing his or her duties, officers are not justified in asking a person to leave or stop recording because the person is being critical of the police, annoying the officers, or attempting to provoke a police response.

The common theme is that individuals recording the police should be treated no differently than those who are not. For example, if a person is standing in the roadway and blocking traffic, that person may be asked to move out of the roadway. But the person should be required to move only far enough to eliminate the safety risk and should not be required to move any farther away than individuals who are not recording. Officers should not intentionally block or obstruct any recordings. Individuals should not be asked to stop recording, and recording police officers is not a justification for detention or arrest.³

Fourth Amendment Concerns

An equally important topic for policy and training regarding recordings is when officers may seize and search a recording device; improper search

and seizure can lead to exclusion of evidence in criminal proceedings or civil liability. Under no circumstances should an officer delete a recording, damage the device, or make another person do so on his or her behalf, and agencies' policies should be clear on this point.

Officers may, of course, ask a person to voluntarily show them the video or ask the person to email it to the officer's work email address, but they cannot compel the individual to do so. Similarly, if the device does not contain evidence of a crime, a person may not be compelled to share it, even if the video might be helpful or relevant, such as in the case of a video that shows an officer did not use excessive force in making an arrest.

If an officer has probable cause to believe that the recording device contains evidence of a crime and the officer cannot get voluntary consent, the best course of action is to first consult with a supervisor and get a warrant to search the device. If there are concerns that the evidence may be deleted or destroyed, the device may be seized briefly while waiting for the warrant, but the seizure should be no longer in duration than necessary, and officers should not search the device without a warrant.⁴ The search incident to arrest exception to warrant requirement does not justify a search of files in a cell phone or similar device.⁵

Conclusion

Officers and the public will be best served by agencies implementing policy and training officers on what they may and may not ask or require of individuals who wish to record police activity. The *IACP Model Policy on Recording Police Activity*, training videos, and other resources are available to the public, even without an IACP membership, on the IACP website at www.theIACP.org/prop. ❖

Notes:

¹For example, in *Gericke v. Begin*, 753 F.3d 1, 3 (1st Cir. 2014), the court explained that the plaintiff “was exercising a clearly established First Amendment right when she attempted to film the traffic stop in the absence of a police order to stop filming or leave the area.” The court in *Fields v. City of Philadelphia*, 862 F.3d 353, 356 (3d Cir. July 7, 2017) stated, “Simply put, the First Amendment protects the act of photographing, filming, or otherwise recording police officers conducting their official duties in public.” In *Turner v. Driver*, 848 F.3d 678, 688 (5th Cir. Feb. 16, 2017), the court asserted that “We conclude that First Amendment principles, controlling authority, and persuasive precedent demonstrate that a First Amendment right to record the police does exist, subject only to reasonable time, place, and manner restrictions.” And, in *Smith v. City of Cumming*, 212 F.3d 1332, 1333 (11th Cir. 2000), the court held that there is “a First Amendment right, subject to reasonable time, manner and place restrictions, to photograph or videotape police conduct.”

²*Fields*, 862 F.3d at 358.

³*Williamson v. Mills*, 65 F.3d 155, 157 (11th Cir. 1995), denying qualified immunity to an officer who arrested an individual for taking photographs of undercover officers, including of an officer against whom there were death threats.

⁴Warrantless seizure and search of a cell phone is appropriate only in the very limited circumstance in which viewing the recordings before a warrant can be issued would be necessary to prevent the death or serious bodily injury of another person. See, e.g., *Riley v. California*, 573 U.S. ___; 134 S. Ct. 2473 (2014).

⁵*Riley*, 134 S. Ct. at 2493 (2014).

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Business World Ideas for Law Enforcement Leaders

By David A. Crisler Jr., Program Chair, Homeland Security/Public Safety, Ivy Tech Community College, Indiana

BUSINESS
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GROWTH

The business world has used some successful techniques in recent years to deal with the same problems law enforcement has for many different issues. If law enforcement leadership can embrace some of these very simple, but effective practices, not only will the leadership and agency benefit, but the public they serve will benefit, as well.

Law enforcement leadership has mostly relied on the command and control model found in the military. However, over time, society has shifted, which influences the applicant pool from which law enforcement pulls its members. Generational issues, political pressures, and other issues have also affected the makeup of law enforcement agencies. Sometimes these issues and changes collide with the traditional command and control model, resulting in the frustration caused by trying to put a round peg in a square hole.

The business sector has been dealing with such misalignment and cultural conflict issues for many years and has discovered several ways in which changes can actually be embraced and conflict can be minimized. Some of these processes can be adopted in the public safety industry to help it better cope with such inevitable changes. Some of the largest thinkers in the business world have had ideas that could benefit law enforcement agencies, including subject matter experts Tom Peters and Jim Collins, as well as Southwest Airlines founder and former president, Herb Kelleher.

Tom Peters: Business Innovation

Tom Peters has been a business innovation staple for almost 30 years. He has written 16 books on strategic planning, business organization, and business success.¹ One of his most famous writings was *In Search of Excellence*, which he co-authored with Robert Waterman.² In this book, the authors discuss many insightful ideas about leadership, and several of Peters' ideas are a prime example of thoughts on business working in an organization.

Simultaneous Loose-Tight Properties: As much power as possible for making decisions must be in the front line. In law enforcement, this concept is commonly referred to as officer discretion. Peters understands that this is not always practical in every instance, but, when it can be done, it is a win-win situation for the organization or agency.

Stick to the Knitting: This was a phrase Peters used to describe how a business should stick to their true business, the thing that they know best. Some law enforcement agencies try to take on more than they need to, which results in wasted energy and effort and reduced services to the public. To avoid this, make sure employees stay focused on the goals and objectives of the agency—and give them the tools and knowledge to carry those goals out successfully.

Herb Kelleher: Leadership

Herb Kelleher sent ripples through the business world with his creation and leadership of Southwest Airlines.³ Known for being very flamboyant and a “lead from the front”-type of person, Kelleher is the type of leader that some in the field of public safety could learn from. While he was president of Southwest Airlines and other pilot unions were taking full-page newspaper ads out denouncing the leadership of their airlines, the pilot union for Southwest pilots actually took out an ad saluting Kelleher in recognition of his retirement from the role of board chairman.⁴ Kelleher had a few thoughts that could benefit any agency.

Servant Leadership: Servant leaders lead from the front, and they show those they lead how to grow as individuals. These actions by the leader result in a more positive work environment with a stronger team ethos in the workplace. It is not a quick fix, and a leader must put in significant effort to make it work, but the rewards of such a leadership style are almost immeasurable.

Make Work Fun: Sometimes this idea is looked at as a bit odd. Many people have been taught that work cannot be fun, but Kelleher totally changed this at Southwest. The employees loved to be there, they loved to work and help customers. Happy workers make more productive workers. As a leader, one's people have to come first, with customers coming a close second.

Jim Collins: Growth

Jim Collins authored *Good to Great*, identifying several companies that went from good to great and looking at what characteristics these companies shared that drove their companies to phenomenal growth.⁵ Two of the characteristics he identified, in particular, relate well to what has already been discussed here.

Be a Hedgehog: One primary belief of Collins is that leaders of the good-to-great companies are “hedgehogs,” which, according to a Greek parable, know one big thing.⁶ In other words, leaders of companies that transform from good to great focus on what they can do best. In law enforcement, this could be the tasks or sphere of influence that an agency is given, whether it is through laws and statutes or via political delineations. According to Collins, the great leaders focus on finding the things that their organizations can do well—and then do them.

The Flywheel Effect: Collins utilizes the flywheel concept to illustrate that as leaders lead in the right direction, momentum is built up. This momentum then is utilized to continue growth in the organization. The flywheel has three parts; the momentum, the focus, and the desire. A leader of a law enforcement agency can harness the positive effects of the flywheel principle that Collins defines and discusses by consistently focusing on the right things instead of

putting time and effort into “senseless things that consume so much time and energy.”⁷

Taking the insights of these three leadership legends into account and using their principles at a law enforcement agency can be very simple.

- The leader of an agency or division must walk among those who work for him or her. Peters actually uses the acronym MBWA—management by walking around. Kelleher was also famous for walking among the staff of Southwest at Hobby Airport. Kelleher also instituted a program where upper-level management spend two days a year working various jobs around the company. One day, Kelleher might be checking in passengers at the gate or a company vice president might be loading luggage into the belly of a plane. Leaders being among those they lead is a good thing.
- Leaders should utilize those who work for them. Ask for their input, thoughts, and let them know that they matter. Also, leaders need to give those who work for them some discretion in doing their jobs. Why make someone a lieutenant or sergeant if he or she is not going to be allowed to lead and make decisions in real time? If a leader has some reservations about letting his or her people make these decisions, perhaps he or she needs to reevaluate the agency’s training regime.

Law enforcement leadership is evolving and is especially complex in today’s social and political environment. Nonetheless, if agency leaders embrace the principles discussed herein and other business principles, agencies and the public they serve can reap the benefits in a relatively short time. By embracing the ideas and practices identified by Peters, Kelleher, and Collins, law enforcement executives and command staff can excel as leaders—and their organizations will have a

more motivated workforce; lower instances of waste; and, potentially, a reduction in detrimental employee incidents. ♦

David A. Crisler Jr. was a second-generation officer with a large metropolitan sheriff’s office in the Midwest region of the United States. He retired as a lieutenant in December 2014, after serving in leadership positions for several different units within the agency. He is currently the program chair of Homeland Security/Public Safety for a region of Ivy Tech Community College. David has taught on the subject of leadership and other subjects throughout the United States. He can be reached at david.crisler.jr@gmail.com.

Notes:

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POLICING BY CONSENT

By Dr. Richie Adams, Superintendent, Police Scotland

Policing in Scotland has evolved over the last five years. Prior to April 2013, there were 10 police bodies providing services across different regions of Scotland. These were different organizations with different infrastructures and different values. They also had differing expenses and budgets. Each service had its own computer systems, chief officer teams, and specialist services. The opportunity to bring these different organizations together into a single police service was realized on April 1, 2013, when Police Scotland was established.

The new service covers all of Scotland's 30,000 square miles and 5.5 million inhabitants. Comprising some 17,000 police officers and a further 5,500 police staff, Police Scotland is the second-largest law enforcement organization in the United Kingdom—only London's Metropolitan Police Service is larger—and it covers the biggest land mass in the United Kingdom.

One of the challenges faced by the new service was bringing officers and staff from different organizations together in a way that highlighted their shared identity and purpose. However, through

the development of a values-based approach to service delivery, Police Scotland started upon its ongoing journey to become a unified, successful law enforcement organization.

The Importance of Values in Policing

Policing is a contact activity; it is not something undertaken in sterile laboratories, nor is it usually a service delivered in clear and unambiguous situations. Rather, policing is an activity often delivered in the margins, at times of great stress and risk, when solutions are not always easy to see, let alone apply. To that end, it is essential that positive values sit at the heart of policing. This is important because law enforcement officers have, in one sense, more power than presidents or prime ministers, as police officers alone have the power to remove a person's liberty. This places significant responsibility on an officer who may either become a "best friend of the people" or be part of a "tainted occupation ... ambivalently feared and admired."¹

It is also important to note the quasi-judicial role policing plays. Individual officers often decide whether or not an individual will enter the criminal justice system. In this regard, they hold a significant power over the person, and such judgements are often reached out of sight of supervisors. However, whether officers choose to act or do nothing, the concept of ethics is engaged in their choice.

Consequently, these factors point to the need to act in a way that the public will support. In other words, policing, to be successful, needs to operate with the consent of communities.

Consent

The principle of consent was introduced by Sir Robert Peel in 1829 who, in his principles of policing, set out that

*[T]he ability of the police to perform their duties is dependent on public approval ... [and to] maintain the respect of the public ... [as] the police are the public and the public are the police ... [where] the test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.*²

Not much has changed in the last 180 years! In order to effectively police society, officers rely heavily on the support of the public. Where the police remain neutral, act within the rule of law, and treat people fairly, the legitimacy of the service increases. Where the opposite prevails, the police lose consent and, with that, legitimacy.

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10 police bodies providing services across different regions of Scotland



Different organizations with different infrastructures and different values



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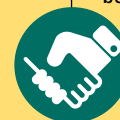


Comprising some police officers **17,000**

and a further **5,500** police staff



Ongoing journey to become a unified, successful law enforcement organization



It is useful, then, to consider how policing is delivered and then assess the potential wider impact of that delivery.

Policing: The How and the What

The notion that “every contact leaves a trace” was first captured in relation to forensic science by Edmond Locard in 1910.³ This principle, known as Locard’s exchange, is equally accurate within policing and was applied by Sir Ronnie Flannigan when he was Her Majesty’s Inspector of Policing in England and Wales; he noted that policing accountability begins at the first encounter between officers and community members.⁴

Consequently, how policing performs within each encounter is important as, in every interaction, a trace will be left. Within each encounter, a moment occurs when a number of options are open to officers and staff and a choice must be made. The decisions made within these moments will impact the view the community member has of policing and, as a consequence, shape that individual’s view of policing overall, whether for good or bad. This will, in turn, impact how that person interacts with the service in future encounters.

To assist officers in considering their impact, it is useful to pose positive questions for staff to have in mind at all times—for example, “What was my trace today, and am I proud of it?”

Therefore, the “how” of policing is just as important as “what” policing delivers, as both greatly impact the service and the perception it leaves in the minds of citizens and communities. Therefore, if the service was shaped by a greater conscious awareness of what underpins consent (policing’s critical success factor), then, perhaps, the quality of service will improve and be sustained beyond that which currently exists. This conscious understanding must be predicated in learning. Clarity in respect of what policing does and how policing achieves its mission are of equal importance, ergo, the style of policing is as important as the results it achieves.

When policing is delivered in a service-based manner, predicated on an effective use of discretion and values-based decision-making, it is likely that the service will become legitimized within communities. This supports the key aspiration of policing—to assist in building safer communities. Positive service delivery allows trust to be developed, and, as a result, support for policing increases.

Policing within this virtuous circle increases professionalism and underpins Peel’s principles. Moreover, this sets out why policing is important and demonstrates the impact of good service delivery.

Shaping Behavior

Positive behavior, then, is a key component in achieving the consent of the public for policing. As a result, Police Scotland set out what positive behaviors it regarded as essential for officers and staff to reflect in their dealings both with the public and with one another. These positive behaviors reflect the style and substance the service expects of its people and which communities can expect from their police service. These values need to be more than a set of words pinned to a board; rather, they should be touchstones upon which officers and staff should anchor their behaviors and use to ensure they make positive choices. With the emergence of the new Police Service of Scotland, the opportunity existed for the organization to determine the values of policing and demonstrate why these support policing by consent.

Setting the Values for Scotland

As noted above, it was important that Police Scotland was able to identify a set of values that not only reflected community consent, but also brought together officers and staff from different policing bodies under a common ethos.

The legislation that established the new service assisted in this. The Police and Fire Reform (Scotland) Act 2012 contained within its provisions a new “constable’s declaration,” which all officers

have to take before they are empowered with the Office of Constable. The declaration states,

*I, do solemnly, sincerely and truly declare and affirm that I will faithfully discharge the duties of the office of constable with fairness, integrity, diligence and impartiality, and that I will uphold fundamental human rights and accord equal respect to all people, according to law.*⁵

This declaration is derived from legislation and so reflects the democratic will of the people. In other words, it contained the characteristics Scotland’s citizens demanded of their police service so policing may operate with their consent.

It was essential that these values resonated with both staff and community members. Success would be achieved only when officers referred to the values of policing when making decisions and understood that if a decision does not reflect these values, they will be held to account by both the organization and the community. For the public, it is important that the values of policing accord with their expectations of the service, in order to maintain the notion of the “citizen in uniform.”⁶ Consequently, the values that emerged from the declaration and that already accorded most clearly with policing were integrity, fairness, and respect, all of which have high degrees of synergy with the human rights principles that underpin Scots law.

Integrity

Police officers and staff are, by virtue of the service they provide, placed in positions of trust, which means they have responsibilities and powers others do not. Both the public and other members of the service expect police officers and staff to respect the positions they hold and to remain resistant to compromise or temptation. In this regard, officers and staff should be able to retain the wholeness of the office—their integrity.

While integrity is often difficult to define, this virtue draws together an overarching number of principles such as honesty and transparency, but allows them to be qualified in certain circumstances. It is this qualification that highlights the importance of professional judgement. For example, officers deployed to work undercover are required to live a lie. They assume a false identity and purport to be something they are not. Such actions are, however necessary and proportionate under the law, and, thus, do not violate the officers’ commitment to integrity.

Consequently, honesty in policing is a principle applied in light of professional judgment, but in a way that does not compromise the wholeness or credibility of the police service or undermine the faith communities have in policing.

Integrity in policing, then, is the consistent ability to balance competing principles and thereafter deliver a service that is relevant both to the citizen and policing, that builds trust, and is worthy of support from both those who are affected by a particular decision and those who are not.

Fairness

Fairness in policing may be described as appropriately dealing with people or groups according to their needs in context of the circumstances surrounding particular interactions. For example, an officer may well treat a person who is blind differently than a person who is deaf in ways that equally support their different needs and still demonstrate fairness.

The application of professional judgment is, again, essential.

Respect

Respecting the needs of one another is a key principle of policing. By including respect in the values of the service, both staff and citizens are reminded of this. For members of the service, this ensures that both internal and external interactions have respect as their foundation. Respect ensures that people know they are important, and, as a result, they will feel a greater sense of personal worth. This supports positive service delivery and contributes to the virtuous cycle of policing by consent.

CODE OF ETHICS FOR POLICING IN SCOTLAND

Integrity

I recognise my role in policing as being a symbol of public faith and trust and the obligation this places upon me to act with integrity, fairness and respect.

I shall behave in a way which reflects the values of policing in Scotland.

I understand I am personally responsible for my own actions and will appropriately exercise my discretion.

I shall act as a positive role model in delivering a professional, impartial service, placing service to communities before my personal aims.

I will not accept any gift or gratuity that could, or could be perceived to, compromise my impartiality.

I shall avoid all behaviour, which is or may be reasonably considered as abusive, bullying, harassing or victimising.

I will demonstrate and promote good conduct and I will challenge the conduct of colleagues where I reasonably believe they have fallen below the standards set out in this Code.

Fairness

I will act with courage and composure and shall face all challenges with self-control, tolerance and impartiality.

I will promote a positive wellbeing within the community and service and ensure that all people have fair and equal access to police services according to their needs.

I shall maintain an open attitude and continue to improve my understanding and awareness of cultural, social and community issues.

I will carry out my duties in a fair manner, guided by the principles of impartiality and non-discrimination.

Respect

I take pride in working as part of a team dedicated to protecting people.

I will show respect for all people and their beliefs, values, cultures and individual needs.

I will have respect for all human dignity as I understand that my attitude and the way I behave contributes to the consent communities have for policing.

I will respect and uphold the law in order to maintain public confidence and, by enhancing my personal knowledge and experience, contributing to the professional development of policing.

I shall treat all people, including detained people, in a humane and dignified manner.

I shall ensure that my relationships with colleagues is based on mutual respect and understanding and shall, therefore, conduct all communications on that basis.

Source: Police Scotland, "About Us," <http://www.scotland.police.uk/about-us/code-of-ethics-for-policing-in-scotland>. The code also includes a fourth section on human rights.

Internally, this positive approach to respecting colleagues enhances the feeling of self-worth staff have within the police service, which, in turn, will cause the levels of trust and confidence in the leadership of the organization to increase.

Decision-Making and Values

Having considered what the values of policing might be, it is appropriate to consider how these may be applied by officers and staff when they are making decisions. It must also be acknowledged that decision-making within policing is complex—because policing is a complex business.

Working with the public's consent allows the police to address day-to-day challenges. In every situation in which officers' face a moment of choice, they have the freedom to reach a decision about what action is appropriate. In some situations, that decision will be a straightforward one, for example, where an arrest is necessary due to the severity of a crime that has just been committed. In other situations, officers will need to balance the demands of the law against the needs of the citizen and, therefore, apply discretion within their decision-making. This is important as officers have the power to make decisions that can affect the life of a citizen, which is a power most other people do not possess. In that sense, police officers assume a quasi-judicial persona, as they are able to elect whether a person will be subject to formal legal sanctions or not.

Discretion is a powerful tool that cannot be considered lightly, and it is inextricably linked to policing by consent, which is achieved only through the retention of legitimacy. Should officers apply discretion wrongly, then legitimacy may be lost.

For the police service to retain legitimacy, officers must be seen to be making effective use of discretion. Where this is applied competently, then the relevancy of policing will increase, trust will develop, and the police service will enjoy the support of the public. However, where this power is not applied effectively—or at all—then the opposite effect will be the result. Therefore, it is essential that the link is made between a values-based use of police discretion and consent.

Consequently, it is important for officers and staff to consider "how" they reached a decision and in what way the values of the service were reflected in that decision. In order for this to be achieved, there requires to be an evolution in police decision-making. This will require placing greater emphasis on values and asking officers and staff to articulate how organizational values are reflected within their considerations. This might very well bring about disagreement, at times; values are subjective, and different people will hold different views of what is proper in any given situation. However, by using values as a basis for decision-making, it offers all those involved in a particular situation a shared platform from which to begin discussion and, if applicable, to argue a point. This common ground will lead to the development of better decision-making across all aspects of policing and increase the confidence that decision makers have in their own actions, as they will be able to easily articulate the values which support their decisions. In turn, this should add to public confidence and consent as members of the community will be able to hear and learn why officers reached the decisions they did based upon an understood set of values.

Values-based policing offers both the policing personnel and the community the opportunity to consider what they want from policing. For prospective staff, this exercise will enable applicants to consider their own values against those of the service they may be seeking to join and to consider whether they are a good fit for policing or not. This may, in the longer term, ensure that policing attracts candidates that better reflects its vision and so might lessen issues of deviant behavior. Where such behavior does occur, there is a better opportunity for learning. The service will be able to easily reflect its values within the conduct process and advise officers if they have dipped below what is expected and why. If values are a well-used basis within a police service, those officers will be able to easily understand and respond to any advice they will receive for improvement. Where that

is not possible, the police service will be able to reference the values of the organization to demonstrate why a particular individual is no longer a good fit for policing. This is easier for the public to understand and relate to than simply quoting conduct regulations. In other words, the articulation of a values-based approach, even in difficult times, supports the notion of policing by consent.

However, it is important to ensure that values are seen as a positive for officers, staff, and communities. A values-based approach provides staff with a starting point for considering their actions in advance and being able to discuss with one another what actions should be undertaken, using the stated values of the organization as an anchor point. If this is frequently done, officers and staff will become unconsciously competent in the use of values as an underpinning of policing until it is second nature. This will ensure a consistency of service that will be of benefit to communities and which will, again, support and promote public confidence.

Police Scotland's Continuing Journey

Now in its fifth year of operation, Police Scotland has embraced the use of values across the service. Around 97 percent of the organization's officers and staff have received briefings on the values of integrity, fairness, and respect. Police Scotland has created its own Code of Ethics, which set out an expanded understanding of these values using positive "I am" statements, which officers and staff can easily identify with.⁷

In common with other UK police services, the Scottish service uses the National Decision Model.⁸ This model assists officers and staff by pointing them toward important aspects of decision-making through five key steps. From a values-based perspective, the most important aspect of this model is that it directs decision makers toward the Code of Ethics at every step. This ensures each stage of a decision reflects the values of the organization and, so, supports community confidence.

As noted at the outset, this is an ongoing journey that Police Scotland is undertaking. The service is looking toward the far horizon to consider how policing should be delivered in the future. Recently, Police Scotland published its *Strategy for Policing 2026*, which discusses new threats and emerging challenges ranging from cybercrime to an aging population. However, the strategy makes clear, that "[d]espite a changing world, our values of fairness, integrity and respect will remain constant."⁹ To that end, Police Scotland recognizes the importance of a values-based approach and understands that such an approach will support communities going forward, regardless of the challenges they and policing face.

It is important, however, to not be unmindful. New learning emerges regularly, and it is essential that learning is shared and adopted across policing. For example, ethical advisory panels have been established in several UK police services to offer support to decision makers who are faced with ethically challenging circumstances. "Feedback Partners" have been introduced in Scotland; these partners, who are drawn from across the service, offer feedback on challenging issues facing policing which, in turn, supports senior decision makers in their considerations.

Conclusion

Values-based policing is, in this author's view, the only way to efficiently deliver a police service that officers, staff, and communities can all effectively recognize and buy into. This does not come easily, however. The importance of honestly self-assessing a police service and successfully sharing the vision that emerges cannot be underestimated. It is, however, a journey, and, as the Scottish writer Robert Louis Stevenson said, "to travel hopefully is a better thing than to arrive, and the true success is to labour."¹⁰ ♦

Notes:

¹Robert Reiner, *The Politics of the Police*, 4th ed. (Oxford, UK: Oxford University Press, 2010); Egon Bittner, *The Functions of the Police in Modern Society*, 1970, cited in Reiner, 146.



²Charles Reith, *A New Study of Police History* (London, UK: Oliver and Boyd, 1956).

³Edmund Locard, "The Forensics Library," <http://aboutforensics.co.uk/edmond-locard>.

⁴Ronnie Flanagan, *The Review of Policing—Final Report* (February 2008), 84, http://www.mywf.org.uk/uploads/projects/borderlines/Archive/feb_mar2008/flanagan-final-report.pdf.

⁵Police and Fire Reform (Scotland) Act of 2012, §1.2.10, <http://www.legislation.gov.uk/asp/2012/8/section/10/enacted>.

⁶Reith, *A New Study of Police History*.

⁷Police Scotland, "Code of Ethics for Policing in Scotland," <http://www.scotland.police.uk/about-us/code-of-ethics-for-policing-in-scotland>.

⁸College of Policing, "National Decision Model," <https://www.app.college.police.uk/app-content/national-decision-model/the-national-decision-model>.

⁹Police Scotland, *Policing 2026: Our 10 Year Strategy for Policing in Scotland*, <http://www.scotland.police.uk/assets/pdf/138327/386688/policing-2026-strategy.pdf>.

¹⁰Robert Louis Stevenson, *Virginibus Puerisque* (London, UK: C. Kegan Paul & Co., 1881).

Situational Leadership for Multiagency Operations:

Brasilia's Experience with Major Events

By Paulo Roberto Batista de Oliveira, Police Colonel (Ret.), Coordinator of the State Commission for Safety and Civil Defense for Major Events, Federal District in Brazil

Traditional leadership is a well-known leadership style within law enforcement and has been examined in depth in several studies. Although traditional leadership has its benefits, situational leadership emerged as a better fit for Brazil for the challenge of integrating multiple agencies to manage and respond to major events,¹ such as the Confederations Cup in 2013, World Youth Day in 2013, the World Cup FIFA in 2014,² the Olympic Games in 2016,³ and large street protests.⁴ These events carry the constant concern of a terrorist attack, due to the

media exposure of these events and the large crowds of people, and thus require exceptional planning and leadership.⁵

Multiagency Operations

Faced with the enormous challenges of promoting a peaceful and safe environment during these major events, a need to reengineer the planning arose, which shifted from joint operations or combined operations to the new concept: multiagency operations.⁶

A multiagency operation aims to promote interaction among safety and security agencies (law enforcement, fire, and traffic) with other agencies in order to conciliate their various endeavors and coordinate their efforts to achieve objectives or convergent purposes that meet the common interest—avoid effort duplication, waste of resources, and divergence of efficient solutions, while effectively lowering operational costs for all involved.⁷

In a multiagency operation, there is no single “command of the operation”; what is

sought, instead, is coordination, cooperation, complementarity, synergy, and integration of actions that respect the legal responsibilities of each public institution and agency involved in the operation. In this sense, leadership becomes fundamental in building a scenario matrix, distributing tasks through institutional activities and sub-activities, assigning operational responsibilities, establishing integrated operational protocols, and managing crises due to the complexity presented by several agencies with their own structures and methods.⁸

In the Brazilian case, and especially in Brasilia, the major events hosted from 2013 to 2016 and large street protests required the creation of a new concept involving integrated planning and situational leadership. The three levels of government—federal, state, and municipal—and their respective responsibilities for implementation had to be taken into consideration.

The initial concept for integrated operational planning involved three axes of action: the Axis of Safety, the Axis of Defense, and the Axis of Intelligence, which should act in a transversal and integrated way. The concept also had to include the public institutions and agencies that acted in the areas of logistics and support and provided advice to these three axes, such as rear support hospitals; emergency medical units; electric and water companies; audit agencies; agencies of public works; public transportation; the judiciary; and so forth.

The Axis of Safety includes protection of buildings, public safety and civil defense activities, engineering agencies' activities, traffic control and road security, and urban planning and control, as well as the agencies responsible for coordination, integration, or support to these institutions.

The Axis of Intelligence includes risk assessment and knowledge production to advise decision-making on issues related to safety, aimed at preserving public order, the safety of people, and heritage and linked to the major events in the areas defined as operational interest (AIOs) and impacted areas (AIs).⁹



The Axis of Defense includes the activities carried out by the Joint General Staff of the Armed Forces and by the specific forces—the Brazilian Navy, Brazilian Army, and Aeronautics.

To assist with the multiagency approach, a federal law created a Command and Control System (SICC) and a State Commission for Safety and Civil Defense for Major Events (CODISGE) as a deliberative forum for integrating all public institutions and agencies from the three spheres of government, with the official participation of representatives from all the organizations involved.¹⁰

Therefore, after completing all the planning, the Integrated Command and Control Center (CICC) is the main operational and tactical structure of the SICC. It is responsible for the coordination and integration of the operation and ensuring the flow of information and decisions. Therefore, it will be the main conduit for the flow of information, situational awareness, decision-making, and operational responses of the public institutions and agencies throughout the SICC.

Thus, the complexity of planning and executing a multiagency integrated operations plan mainly involves articulating efforts and promoting the integration, coordination, and interoperability of systems, people, institutions, and public agencies for the various actions to be carried out before, during, and after the major events.

Situational Leadership

Situational leadership takes place in two phases: (1) in the integrated planning phase with the participation of representatives of all institutions and (2) in the execution phase of planning at the CICC.

Situational leadership in the integrated planning phase is established in a consensual way and given to one of the institutional representatives who has legal or operational attribution to the fulfillment of a certain task and will coordinate the integrated actions necessary to guarantee the execution of the event while respecting the responsibilities of the other institutions involved.

Situational leadership emerges from the integration of three principles: (1) legal competence, (2) operational capacity to respond to the demand, and (3) “institutional detachment.” The final principle shall be understood to mean that, in spite of the legal competence, when the responsible institution does not have the operational capacity to cope with a demand, it is necessary to redirect the execution to another institution. For example, at the Olympic Games in Brasilia, the competence to protect the Olympic delegations with motorcycles was the legal responsibility of the police, but the police service did not have the operational capacity to serve all of them. Therefore, some Olympic delegations received protection with



The Integrated Command and Control Center (CICC) is responsible for the coordination and integration of the organizations participating in a multiagency operation.

motorcycles provided by the Traffic Department. A situational leader needs to be able to assign tasks to institutions with the necessary capacity, even if the legal competence is held by another institution.

In this sense, it is fundamental to establish the competencies of each contributing institution in the integrated planning phase. The leader must know in detail the attributions and operational capacities not only of his or her institution, but also of the other institutions in the event of response. Fully understanding the term “institutional detachment” is critical to the success of the integration. Resolving the legal and operational issues before starting will bring harmony to the execution, thus removing any type of operational incident due to legal aspects.

Situational leadership in the execution phase of planning at the CICC is the temporary situation that consensually assigns an institutional representative who has legal or operational attribution for the fulfillment of the coordination of all integrated actions, in accordance with the scenario matrix and the integrated operational protocols previously validated by the senior officials of the institutions represented at the CICC, which were developed in the planning phase.

It is important to note that, in the CICC, the execution of command and control of the operation is based on a systemic concept, with methods, procedures, characteristics, and peculiar vocabulary involving basically two components: (1) a legitimately assigned authority designated to work in the CICC to represent an institution; to coordinate and control the institution’s work; and to keep the CICC apprised of any relevant changes in the institution’s operations, and (2) a systematic decision-making process that allows the formulation of orders and establishes

the flow of information to ensure the full accomplishment of orders, structure, personnel, equipment, doctrine, and technology required to enable the CICC to monitor the progress of the operation.

Situational leadership in the CICC stems from concrete situations in the execution of the operation, including those previously pointed out in the scenario matrix, as well as those not previously foreseen, but in which it is clear which institution can assume the responsibility of immediate response to remedy the incident. For example, although the scenario matrix established 168 possibilities for various occurrences during the Olympic Games, establishing which institution would act in response to what situation, there was no plan for the transport of an Olympic athlete who was injured in the games to the hospital with police protection support in the ambulance. It was necessary to establish situational leadership so that the available resources were made available to aid the Olympic athlete with an ambulance and with police support for rapid transport. This situation was solved in the CICC by means of situational leadership.

Conclusion

Why was situational leadership decisive in both the planning and the execution in complex operations such as the Olympic Games or other major events? Its effectiveness is based on the following factors:

- Appointment of institutional representatives with decision-making power both in the planning phase and in the execution phase
- Understanding by all institutional representatives that situational leadership stems from three principles: (1) legal competence;

(2) operational capacity to respond to demand; and (3) “institutional detachment” to understand that, despite legal competence, when the responsible institution does not have the operational capacity to deal with an operational demand, it is necessary to redirect the execution of the task to another institution

- Validation of plans by the top institutional leader (director generals, commanders, etc.)
- Joint construction of the scenario matrix
- Joint construction of the integrated operational protocol
- Periodic meetings
- Joint, synergistic planning process
- Minimization of gaps, counter positions, and duplication of actions or positions.
- Perception by all institutional representatives that the work had provided economy of material and human resources
- Integration of different levels of government (federal, state, and municipal)
- Precise details of the daily activities
- Seminars and specific technical visits to institutions
- Training and testing
- The existence of liaison officers

However novel the concept, situational leadership, when correctly executed, can reduce the complexities and lack of clarity that often accompany multiagency operations.

For example, in the case of Brasilia (Federal District) on a day of a large street protest, 49 institutional representatives are involved in the integration operation. Of these 49 institutions, 9 are in the area of Safety and Intelligence Police, the remaining 40 are institutions that support and advise in the operation. The CICC is a structure coordinated by a police officer inside a police building. However, an occurrence in the area of operation may require situational leadership, which in many cases will not be in the area of Safety or Intelligence Police, but by a representative who takes control of the situation by placing the necessary means to solve the problem.

This change of managerial culture in the face of a concrete problem during an integrated operation is a paradigm breakdown for the police forces, which typically followed traditional, hierarchal leadership forms. It requires full understanding of the “institutional detachment” through which situational leadership is empowered independently, whether or not it is exercised by police or even an institution that would legally have the power to act but lacks operational capacity. However novel the concept, situational leadership, when correctly executed, can reduce the complexities and lack of clarity that often accompany multiagency operations. ♦

Notes:

¹Recent major events in Brasilia included the Confederations Cup in 2013, World Youth Day in 2013, World Cup FIFA in 2014, Olympic Games in 2016, and large street protests. In each of these events, there was an average participation of 51 agencies with more than 350 specialists who worked directly in the preparation of integrated planning.

Major Events are all events that, by their nature, origin, extent, and potential, involve the participation of a large part of the population in public or in private spaces, requiring a combination of the concepts and forms of action by the institutions and agencies at the federal, state, and local or municipal levels of public safety, intelligence actions, social defense, civil defense, and urban planning, as well as other activities developed by institutions and agencies that have a direct or indirect impact on the realization of the event.

²Secretariat of the Public Safety of the Federal District, *Integrated Tactical Plan for Defense, Safety, Intelligence and Public Institutions and Agencies for World Cup FIFA*, 2014.

³Secretariat of the Public Safety of the Federal District, *Integrated Tactical Plan for Defense, Safety, Intelligence and Public Institutions and Agencies for Olympic Games in Brasilia*, 2016.

⁴Government of the Federal District, Decree GDF no. 26,903 (2006) approves the regulation of the operational and administrative measures to assure the exercise of the right of the street protests and of meeting in the scope of the Federal District and other measures; Secretariat of the Public Safety of the Federal District, *Integrated Tactical Protocol for Defense, Safety, Intelligence and Public Institutions and Agencies for Street Protest*, 2017.

⁵Federal Government Law no. 13,260 (2016) regulates the provisions of item XLIII of art. 5 of the Federal Constitution, disciplining terrorism, dealing with investigative and procedural provisions, and reformulating the concept of terrorist organization.

⁶*Joint Operations* are operations that have the participation of several agencies under the same command. These are very common in the armed forces. *Combined Operations* are operations that have the participation

of several agencies, but the command stays with the agency of origin. That is, the agency received the mission and is responsible for carrying it out in its own way. Generally, there is not an operations center where everyone meets during the implementation of the work.

⁷Ministry of Justice, Administrative Act no. 112 (2013) establishes the Integrated System of Command and Control of Public Safety for Major Events (SICC); Government of the Federal District, Decree GDF no. 35,527 (2014) provides the Integrated Command and Control System for the events it specifies and gives other measures; Secretariat of the Public Safety of the Federal District, Administrative Act no. 53 (2014) regulates Decree GDF no. 35,527.

⁸The *Institutional Scenarios and Responsibilities Matrix (MCR)* is the document validated by the respective institutions and public agencies whose purpose is to establish and agree on the roles of participants in operations and those who will make up the Regional Integrated Command and Control Center (CICCR); the Mobile Integrated Command and Control Center (CICCM); and the Local Integrated Command and Control Center (CICCL) and its accessory structures, the Elevated Observation Platforms (POE) and Aerial Image System, including institutional responsibilities (R), shared responsibility (RC), and support to the responsible (A) that will be exercised by the respective institutions. The *MCR* guarantees a common understanding of the role of each institution in the execution of the safety and security operation and the development of the routine before the beginning of the activities, bringing into harmony the context of the CICCR and the operation area. The *MCR* is a synthesis of the integrated operational protocol.

⁹*AIOs* are points of attention and points of integrated and coordinated actions of the activities corresponding to the safety forces, intelligence, and defense that are directly related to the event. *AIs* are urban areas and their respective infrastructures of transport and logistics, as well as tourist points that may receive intense flows of people due to the event.

¹⁰The federal law integrates the structure of the SICC: the Regional Integrated Command and Control Center (CICCR), as well as its subordinate centers—the Mobile Integrated Command and Control Center (CICCM) and the Local Integrated Command and Control Center (CICCL)—and of its accessory structures, the Elevated Observation Platforms (POE) and Aerial Image System. The SICC is regulated, in the scope of the Federal District, by means of Decree no. 35,527 (2014).



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SPEAKING UP

Advocacy from a Chief's Perspective



By Patrick Flannelly, Chief, Lafayette, Indiana, Police Department; and Linnea Bennett, Senior Communications Associate, Fight Crime: Invest in Kids

For Chief Patrick Flannelly of Lafayette, Indiana, his first experience with advocacy had an unexpected start.

In 2013, he was attending a conference when a state legislator came to the front of the room to discuss the issue of expungement. As the lawmaker told the audience impassioned stories about Indiana citizens whose one-time mistakes made it harder for them to secure jobs or move through society, it occurred to Chief Flannelly that, despite the legislator's good intentions, he was telling only one side of the story.

Some of the crimes the lawmaker described, like the college student who broke into a pizza parlor to make himself a pizza after a night of drinking, may have sounded small to the audience. But Flannelly thought of the business owner who discovered the broken window the next day, who halted his or her business until it could be fixed, and who paid to repair the window, but could not repair the anxiety he or she now felt about the safety of the shop's employees and security of his or her storefront. Chief Flannelly also thought of the business owner's community and the shaken sense of safety people must have felt when they saw the broken window. When thought of it that way, the crime didn't seem so small at all.

Chief Flannelly waited until the lawmaker wrapped up, then decided to raise his hand.

Flash forward four years, and Chief Flannelly is doing more than just raising his hand—he has become an advocate for various policies and programs both locally and across the United States.

In Lafayette, a part of Tippecanoe County, Chief Flannelly has been a critical figure in building youth-police relations and supporting alternative programs to juvenile detention. Like most law enforcement leaders, Chief Flannelly knows the specific needs of his community, and his decision to advocate for these programs was not a simple act of goodwill—it was part of his determination to use his position to speak up for powerful programs that deliver results for Lafayette's officers and the city.

Effective Solutions

When Loretta Rush, former Tippecanoe County judge and current chief justice on Indiana's Supreme Court, heard about the Juvenile Detention Alternative Initiative (JDAI) in 2008, she immediately wanted to bring it to her county.

The JDAI aims to reduce the number of incarcerated youths by focusing on alternatives to detention, enhancing data collection, and promoting collaboration among all of the people who are involved in the process of arresting, sentencing, and working with youths. Research shows that alternative approaches are more economical than housing youths in detention facilities and more effective in preventing them from re-offending.¹

Justice Rush called Rebecca Humphrey, executive director of youth services for Tippecanoe County, to see if she thought it was possible to implement JDAI in the county. Director Humphrey, who has worked with at-risk kids in Tippecanoe County for years, immediately signed on. However, she told Justice Rush that real community buy-in would require the backing of law enforcement.

The pair found an ally in the Lafayette Police Department, one of five departments that have jurisdiction in the county. With the department's support, Tippecanoe County applied for funding for JDAI in 2008 and began tracking the work in 2010.

When Chief Flannelly was promoted from lieutenant to chief in 2012, he made it clear that alternatives to juvenile detention would be at the top of his list of priorities, committing to furthering the great results from the first two years of the program.

That commitment paid major dividends: From 2010 to 2016, Lafayette saw a 35 percent cut in juvenile rearrests and 76 percent reduction in juvenile felony arrests. The county halted plans to build a 32-bed, \$22 million juvenile detention center, instead shifting focus and funds to more cost-effective programs like Multi-systemic Therapy (MST) and Aggression Replacement Therapy (ART).² Compared to the \$112,555 national average it costs to house a single youth in a detention facility for a year—more than a year's tuition and board at some of the most expensive colleges in the United States—the programs were not only cutting wasteful government spending, they were keeping kids from re-offending.³

In short, alternatives to detention kept more youths out of facilities, boosted public safety, and spent taxpayer dollars more wisely.

A Chief's Perspective in Washington, DC

Chief Flannelly knew that his department had discovered a winning strategy. There was no reason to limit its success to a few counties or communities, because the problem certainly wasn't unique. In fact, juvenile recidivism is a serious problem across the United States, where, each year, \$5 billion is spent on keeping juvenile offenders in facilities.⁴

For many young people, a first-time arrest is only the beginning of run-ins with the law. Studies show that, once a youth becomes a second-time offender, the likelihood of him or her having future encounters with law enforcement increases to 77 percent. But, if police can connect young offenders to the right services, they can cut the likelihood of the youths to re-offend in half.⁵

Tippecanoe was proof of the latter trend. After the county began using methods like MST and ART in 2008, 427 youths had successfully completed the programs, and 51 percent had yet to recidivate. From 2008, when the program began, to 2016, Tippecanoe's total number of juvenile arrests per year had dropped from 1,646 to 755.⁶

Chief Flannelly felt that police departments and communities across the United States would benefit from this work if they knew how powerful the results could be. So, with the help of the national anti-crime organization Fight Crime: Invest in Kids, the chief flew to Washington, DC, in February 2017 to testify at a House Education and Workforce subcommittee hearing on reforming the U.S. juvenile justice system.⁷

Chief Flannelly discussed the successes he had seen in his own county and called on Congress to reauthorize the federal Juvenile Justice and Delinquency Prevention Act, which would provide states with the funds needed to invest in alternative programs like the ones used in Tippecanoe County.

"Nationwide, 40 percent of young people who come before juvenile court will come before the court at least one more time," he told the committee. "This cycle damages public safety, drains law enforcement resources, and does not help put those young people back on a better path."⁸

Chief Flannelly's testimony evoked strong praise from lawmakers. Chief Flannelly's local U.S. representative, Todd Rokita (R-IN), approached the chief after his testimony and commended him for his compelling remarks. Other members of Congress reached out to say how impactful his story was. Months later, Chief Flannelly doubled down on his call to Congress, highlighting the importance of the Juvenile Justice and Delinquency Prevention Act (JJDP) bill in an op-ed for *The Hill*, a newspaper widely read by federal lawmakers in Washington, DC.⁹ As of November 2017, Congress is



The graphic features a blue and orange background. On the left is the IACP logo, which includes a circular emblem with a scale of justice and the text 'INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE' and 'SINCE 1893'. To the right of the logo, the text '40 UNDER FORTY AWARD' is displayed in large, bold, blue and white letters. Below this, a smaller shield-shaped logo contains the text '40 UNDER FORTY IACP'. To the right of the main text, a white box contains the following information: 'The IACP 40 Under Forty Award recognizes 40 law enforcement professionals under the age of 40 from around the world who exemplify leadership and commitment to their profession. Candidates can be from any country and can serve in sworn or non-sworn positions.' Below this, the application deadline is listed as 'APPLICATION DEADLINE MARCH 1, 2018' and the website 'www.theIACP.org/40under40' is provided. At the bottom right, the text reads 'Nominate the CURRENT or FUTURE LEADERS in your organization!'.



closer to reauthorizing the bill than at any other time in the last 15 years—the reauthorization has passed in the U.S. Senate and has been sent to the U.S. House of Representatives.¹⁰

Centering Problems—Not Police

Chief Flannelly's public and vocal support of these programs is just one example of growing advocacy efforts among law enforcement leaders who understand that most problems communities face start long before an officer ever gets involved.

For example, issues like homelessness and drug use often start long before an officer is called. Nonetheless, when someone is sleeping on a street corner or has overdosed on heroin, the public often expects law enforcement to find a solution to the issue.

"Because we are problem solvers and we are action-oriented, it's easy for people to ask us to do something, and easy for police leaders to assume the responsibility for solving these problems," says Chief Flannelly. If police take on that responsibility, they're miles away from where the problem began but still "taking all the heat when things go wrong."¹¹

That line of thinking isn't sustainable, says Chief Flannelly. The most effective interventions happen before an officer arrives at the scene. In fact, if the right interventions are made, ideally, an officer would never even need to show up.

Service providers and community members need powerful partners in their call to state and federal lawmakers for the funding and support that can make these interventions happen. That's why Chief Flannelly says that it's crucial for law enforcement leaders to speak up.

There are plenty of reasons to be wary of advocacy, Chief Flannelly notes. Law enforcement leaders are accountable to mayors or other local government officials, and they lead agencies with officers who may have differing opinions on these issues. Most importantly, law enforcement leaders have entire communities to serve, and many community members may expect them to avoid activities that can be perceived as political.

"When a police official speaks on an issue, it carries a lot of weight," Chief Flannelly said. "Sometimes, people are a little leery of engaging in those conversations knowing this."¹²

Advocating for specific policies requires the exact same skill set that law enforcement leaders use to assess situations in their job every single day: analyzing the facts, balancing outcomes, and thinking broadly about the various groups of people a decision will impact.

Best practices, in policing and in policy, are forged through constant evaluation of what works and, more importantly, what does not. Officers see firsthand the impact of decisions made by policy makers. This is why Chief Flannelly thinks law enforcement leaders not only have a critical vantage point, but also have a duty to speak up for policies and programs they believe their communities need.

More and more law enforcement leaders are showing up in state legislatures and in the U.S. Congress to leverage their singular expertise in keeping their communities safe. They're fighting for research-backed programs that cut child abuse and neglect; finding resources to address the growing opioid crisis; advocating for the high-quality early learning programs that will keep kids in school and out of crime; and promoting alternatives to juvenile detention that can reduce re-offending.

Law enforcement leaders don't need to take action alone. Organizations like the IACP and Fight Crime: Invest in Kids make it easy for chiefs to get involved, learn from each other, and make sure the law enforcement voice is represented.¹³

Joining any of these organizations can give law enforcement leaders the tactical support they need as they try their hand at rallying around new issues. But, more important, Chief Flannelly says leaders can get a great start by simply asking questions of those around them.

"It's important for chiefs to seek out those that have common interests and goals and problems," Chief Flannelly says. "The more people can get engaged, the more they're going to find the right connections."¹⁴

Nonetheless, law enforcement leaders are unexpected messengers and powerful advocates. Chief Flannelly was already taking strides to affect policy when he stood up and shared his perspective in that meeting with a state lawmaker just four years ago.

Calling for effective and impactful policy isn't always hard. Sometimes, all it takes is for chiefs to raise their hands. ♦

Notes:

¹The Annie E. Casey Foundation, "Juvenile Detention Alternative Initiative," <http://www.aecf.org/work/juvenile-justice/jdai>.

²*Providing Vulnerable Youth the Hope of a Brighter Future Through Juvenile Justice Reform: Hearing Before the U.S. House Subcommittee on Early Childhood, Elementary, and Secondary Education*, 115th Cong. 22 (2017) (statement by Patrick J. Flannelly, Chief of Police, Lafayette Police Department), https://edworkforce.house.gov/uploadedfiles/chief_flannelly_testimony.pdf.

³Elena Holodny, "Juvenile Incarceration Is Way More Expensive than Tuition at a Private University," *Business Insider*, February 24, 2016, <http://www.businessinsider.com/annual-cost-of-juvenile-incarceration-versus-other-expenditures-2016-2>.

⁴The U.S.' Broken Juvenile Justice System," *Youth Justice Milwaukee* (blog), March 15, 2017, <https://www.youthjusticemke.org/2017/03/15/u-s-broken-juvenile-justice-system-key-facts>.

⁵Patrick J. Flannelly, "Dollars and Sense: It Pays to Reduce Youth Crime," *The Hill, Pundits Blog* (blog), May 22, 2017, <http://thehill.com/blogs/pundits-blog/crime/334545-reauthorizing-jjdpa-will-cut-crime-and-its-costs>.

⁶*Providing Vulnerable Youth the Hope of a Brighter Future Through Juvenile Justice Reform: Hearing Before the U.S. House Subcommittee on Early Childhood, Elementary, and Secondary Education*.

⁷*Providing Vulnerable Youth the Hope of a Brighter Future Through Juvenile Justice Reform: Hearing Before the U.S. House Subcommittee on Early Childhood, Elementary, and Secondary Education*.

⁸*Providing Vulnerable Youth the Hope of a Brighter Future Through Juvenile Justice Reform: Hearing Before the U.S. House Subcommittee on Early Childhood, Elementary, and Secondary Education*.

⁹Flannelly, "Dollars and Sense."

¹⁰Juvenile Justice and Delinquency Prevention Reauthorization Act of 2017, S. 860, 115th Cong. (2017).

¹¹Patrick J. Flannelly (chief, Lafayette Police Department), interview with Linnea Bennett, September 19, 2017.

¹²Flannelly, interview, September 19, 2017.

¹³Fight Crime: Invest in Kids, <https://www.strongnation.org/fight-crime>.

¹⁴Flannelly, interview, September 19, 2017.

2018 *Police Chief* Calendar

Are you looking forward to reading about a certain issue in law enforcement or thinking about submitting an article to *Police Chief*? Look below to see some of the topics we are covering this year!

January	Leadership <i>Special Feature: IACP 2017 Leadership Awards</i>
February	Forensics
March	Drugs: Current Issues
April	Victim Services <i>Special Feature: 2018 Buyers' Guide</i>
May	Officer Safety and Wellness
June	Cybercrime & Computer-enabled Crime
July	Transnational Crime and Terrorism
August	Community-Police Engagement <i>Special Feature: IACP 2018: Insiders' Guide</i>
September	Personnel <i>Special Feature: IACP 2018: Orlando, FL</i>
October	Evolution of Policing <i>Special Feature: IACP 125th Anniversary</i>
November	Education and Training <i>Special Feature: IACP 40 Under 40</i>
December	Critical Incidents <i>Special Feature: IACP 2018 Recap</i>

Do you have innovative solutions or experiences that you want to share with the policing community? Take a look at our manuscript guidelines on www.policechiefmagazine.org/article-guidelines. Articles can be submitted online at www.policechiefmagazine.org/submit-an-article.



Leading the Effort to Save Lives in Transit

By Marcelo José Rabello Vianna, Colonel, Traffic Policing Commander, Military Police of the State of São Paulo, Brazil

In a world where snipers emerge from the top of buildings to kill innocent people and drivers insist on driving while using smartphones or while under the influence of alcohol and drugs, which often results in the driver's death or that of another, the question arises: How are the police motivated to deal with episodes like these, which have no logic or rationality and consciously (as with the sniper) or unconsciously (as with the distracted or intoxicated driver) work toward ending others' lives?

The answer is simplistic at first glance: Law enforcement exists to serve and protect. Taking care of people and supporting them in times of pain, guiding them, and helping them resume their lives motivates most law enforcement officers. And what are these actions, if not the exercise of leadership, specifically servant leadership?

Every child or young person an officer has contact with are potential candidates to become good servant leaders and officers. For most officers, parents or guardians

were their first "police officers" who served and protected them—parents wake children up, give them food, take care of them, take them to school, and then let them play in safety. This protective servant leadership of parenting was repeated day after day, year after year. And the example was engraving itself upon the children's personalities until they became police officers who care for and protect their cities and the people who live in them.

One of the many areas in which law enforcement serves is that of traffic safety. São Paulo, Brazil, has a contingent of 1,500 military officers dedicated to protecting lives in the fourth largest traffic metropolis of the world. The city has a circulating "population" of 8.5 million vehicles in 10,500 miles of streets, where about 950 lives are lost annually.

In an effort to increase traffic safety, the military police officers of the Traffic Police participated in new safety education and enforcement campaign, which is part of a series of actions that were developed by the Traffic Policing Command, in partnership with the São Paulo State Department of Transit (DETRAN/SP), and started during Brazil's National Traffic Week (September 18–25). This year's theme was "World Decade of Actions for Traffic Safety – 2011/2020: My Choice Makes the Difference in Traffic."

As part of this campaign, military police officers visited several bars and restaurants located in various parts of São Paulo to raise awareness and alert drivers about the risks of driving under the influence of alcohol and what the consequences are for



intoxicated drivers who are spotted by the inspection. The educational approach included the distribution of disposable ethylometers (alcohol breath testers) to those who frequent the bars and restaurants and will drive their vehicles after leaving those establishments.

The educational actions took place from 10 p.m. to 12 midnight, with the participation of military police officers from the 1st Transit Police Battalion, 2nd Transit Police Battalion, and Transit Tactical Company simultaneously promoting actions in several bars and restaurants of the capital. The military police visited 24 establishments throughout the capital, alerting and raising the awareness of 982 visitors to these establishments about the risks of mixing alcohol and driving.

After carrying out the educational actions and with the purpose of guaranteeing compliance with the safety regulations set forth in the Brazilian Traffic Code, especially those directed to the supervision of drivers suspected of driving under the influence of alcohol, in order to avoid accidents and preserve lives, the Traffic Policing Command, as it does routinely, continued to carry out Safe Direction Operations, popularly known as the "Dry Law Blitz," at several locations of São Paulo.

In 2017, the Traffic Policing Command conducted 2,494 Safe Direction Operations, submitting 114,515 drivers to an ethylometer test. Of this total, 2,787 drivers were noted as driving under the influence of alcohol, as well as another 12,759 drivers who refused to take the test. During the Safe Direction Operations, 13,685 drivers

Components of Servant Leadership

After 33 years in law enforcement, Colonel Marcelo José Rabello Vianna recognizes the importance of service in leading other officers and the community. The following are his recommendations and advice for being a true servant leader:

- » **Love**—It is necessary that you have love for people and yourself. You have to like people.
- » **Trust and competence**—Build a team based on trust and competence. You will not solve anything by yourself. Self-confidence and teamwork consists of everyone knowing the problems, assisting in the formulation of alternative solutions, monitoring the progress of ongoing projects, giving feedback to the team, and correcting it when necessary.
- » **Have trusted partners**—Do not trust those who are just looking for you to solve what they themselves would have to solve; seek out partners you can trust to have the right purpose and who are reliable. In fact, the police are always wanted because we are reliable partners. We solve the problems that were generated by others, but we are also called to the most difficult missions.
- » **Be involved and available**—A leader needs to be accessible to partners and people in general. Remember that no one wants to approach people who are distant, hostile, and unreliable.
- » **Humility**—Although you may know more or make more money, never forget that "the greater your authority, the greater your responsibility to do good and to promote justice."
- » **Have a dream**—Engage in a great project or dream. Recognize how much you and your team are prepared (or are preparing) to become better people and officers and turn the environment into a better place.
- » **Faith**—Believe and develop perseverance. Stick to your goals. The greatest projects and results would not have been achieved without these virtues. The best recipes become excellent only after many dishes were raw or burned.
- » **Patience**—You, your team, your partners, and other people are not always at their best every single day. Learn from the mistakes and the limitations of yourself and others. Be critical, but resilient.
- » **Breathe**—Enjoy the environment and understand it. No computer works without a pause on the screen, but we have to be ready to restart work as quickly as possible. Keeping positive energy is critical.
- » **Educate and transform by example**—The true police gift is to inspire society to be more just and fraternal. Every child dreams of being a hero, saving lives, arresting the villain, sporting the sheriff star, and being recognized and applauded by the people law enforcement officers serve and protect. Be an inspiring example to those future leaders and officers.

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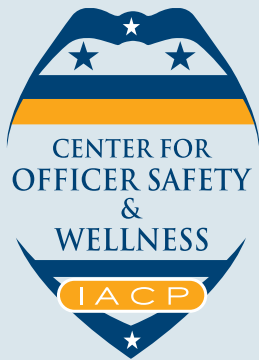
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had their licenses collected by the military police for driving under the influence.

Of the drivers who had their licenses collected, 270 were charged in flagrante for the crime of drunkenness to the volante (driving under the influence for alcohol), for which the penalty is six months to three years of detention.

The military police warned drivers that those caught driving under the influence of alcohol and those who refuse to be tested during Safe Direction Operations will be penalized with a fine of \$931.09 (U.S. dollars) and will have their driver's license collected and their right to drive suspended for a period of 12 months. The trust established by the military police in Brazil ensures drivers know that this is true—and that these actions are taken for the safety of the residents of São Paulo, whom the officers have sworn to serve, protect, and lead. ❖

Marcelo Vianna is colonel of the Military Police of the State of São Paulo, Commander of Traffic Policing. He holds degrees in law, physical education, and administration, as well as a PhD in Police Sciences of Security and Public Order. Colonel Vianna is a professor at the Center for High Studies in Security of the Military Police. He collaborated on the text with Lieutenant Colonel João de Paula Ferreira Neto.



Line of Duty Deaths

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

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

Detective Sean Matthew Suiter
 Baltimore City Police Department, Maryland
 Date of Death: November 16, 2017
 Length of Service: 18 years (with agency)

Police Officer Brian David Shaw
 New Kensington Police Department, Pennsylvania
 Date of Death: November 17, 2017
 Length of Service: 3 years

Border Patrol Agent Rogelio Martinez
 United States Border Patrol
 Date of Death: November 19, 2017
 Length of Service: 4 years

Trooper Damon Allen
 Texas Department of Public Safety – Texas Highway Patrol
 Date of Death: November 23, 2017
 Length of Service: 15 years

Deputy Sheriff Eric Overall
 Oakland County Sheriff's Office, Mississippi
 Date of Death: November 23, 2017
 Length of Service: 22 years

Police Officer Kenneth Copeland
 San Marcos Police Department, Texas
 Date of Death: December 4, 2017
 Length of Service: 19 years

Corporal James Eric Chapman
 Johnston Police Department, South Carolina
 Date of Death: December 8, 2017
 Length of Service: 2.5 years (with agency)

Deputy Chief Sander Cohen
 Maryland Office of the State Fire Marshal
 Date of Death: December 8, 2017
 Length of Service: 9 years

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2017 IACP AWARDS



IACP/3M Looking Beyond the License Plate Award

*Gregory Clee, Sergeant,
Ontario Provincial Police*

Left to right: David Pointon, 3M; Donald De Lucca, IACP president; and Gregory Clee, Ontario Provincial Police

IACP August Vollmer Leadership in Forensic Science Award

International Criminal Investigative Training Assistance Program, Colombian National Institute of Legal Medicine and Forensic Sciences, Department of Justice

Left to right: Donald De Lucca, IACP president, and Carlos Valdés Moreno, Colombian National Institute of Legal Medicine and Forensic Sciences



IACP/American Military University Leadership in Civilian Law Enforcement-Military Cooperation Award

Fort Campbell Provost Marshal Office, Kentucky; Montgomery County Sheriff's Office, Tennessee; and Clarksville Police Department, Tennessee

Left to right: Donald De Lucca, IACP president; Dave Malone, AMU; and Keith Shumate, Fort Campbell Provost Marshal Office





IACP/BodyWorn Leadership in Law Enforcement Volunteer Programs Award

Sarasota Police Department, Florida; Port St. Lucie Police Department, Florida

Left to right: Donald De Lucca, IACP president; Anthony Baldoni, BodyWorn; Bernadette DiPino, Sarasota Police Department; and Thomas Andrew, Port St. Lucie Police Department



IACP/Booz Allen Hamilton Leadership in the Prevention of Terrorism Award

Washington Field Office, Federal Bureau of Investigation; Loudoun County Sheriff's Office, Virginia; Virginia State Police

Left to right: Bob Sogegian, Booz Allen Hamilton; Donald De Lucca, IACP president; Kurt Taves, Washington Field Office, FBI; Joseph Hacay, Loudoun County Sheriff's Office; and George Harvey, Virginia State Police

IACP Chief David Cameron Leadership in Environmental Crimes Award

Homeland Security Investigations, U.S. Department of Homeland Security

Left to right: Donald De Lucca, IACP president, and Jose Goyco, Homeland Security Investigations





IACP/Cisco Leadership in Community Policing Awards

Agencies Serving a Population Fewer than 20,000

Oelwein Police Department, Iowa

Left to right: Desmond Racicot, Cisco; Donald De Lucca, IACP president; and Jeremy Logan, Oelwein Police Department

Agencies Serving a Population 20,001 to 50,000

Monrovia Police Department, California

Left to right: Donald De Lucca, IACP president, and James Hunt, Monrovia Police Department



Agencies Serving a Population 50,001 to 100,000

Roanoke Police Department, Virginia

Left to right: Donald De Lucca, IACP president, and Tim Jones, Roanoke Police Department





IACP/Cisco Leadership in Community Policing Awards (Continued)

Agencies Serving a Population 100,001 to 250,000

Fujairah Police General Headquarters

Left to right: Donald De Lucca, IACP president, and Mohammed Ahmed Al Kaabi, Fujairah Police General Headquarters



◀ Agencies Serving a Population Over 250,0000

Arlington Police Department, Texas

Left to right: Donald De Lucca, IACP president, and Dylan Eckstrom, Arlington Police Department

Special Homeland Security Recognition ▶

Office of Superintendent of Police, Bastar

Left to right: Donald De Lucca, IACP president, and Arif Shaikh, Office of Superintendent of Police, Bastar



Best Use of Technology in Support of Community Policing Initiatives Special Recognition

Halton Regional Police Service

Left to right: Donald De Lucca, IACP president, and Dave Tutte, Halton Regional Police Service



IACP J. Stannard Baker Leadership in Highway Safety Awards

◀ State Police Award

W. Steven Flaherty, Colonel, Virginia State Police

Left to right: Donald De Lucca, IACP president, and W. Steven Flaherty, Virginia State Police

Other Award ▶

Arthur Anderson, Assistant Commissioner (Ret.), California Highway Patrol

Left to right: Donald De Lucca, IACP president, and Arthur Anderson, California Highway Patrol



IACP/Laura and John Arnold Foundation Leadership in Law Enforcement Research Award

Arlington Police Department, Texas; Walmart Corporation; and Corrective Education Company

Left to right: Donald De Lucca, IACP president; Leo Daniels, Arlington Police Department; Thomas Arigi, Walmart Corporation; and Jeff Powers, Corrective Education Company



IACP Leadership in Human and Civil Rights Award

◀ Individual

Didi Nelson, Law Enforcement Coordination Manager, U.S. Attorney's Office, Northern District of Georgia

Left to right: Donald De Lucca, IACP president, and Didi Nelson, U.S. Attorney's Office, Northern District of Georgia

Agency ▶

Sarasota Police Department, Florida

Left to right: Donald De Lucca, IACP president, and Bernadette DiPino, Sarasota Police Department





IACP Leadership in Police Aviation Award

*Seminole County Sheriff's Office,
Aviation Section*

*Left to right: Donald De Lucca, IACP president, and
Steve Farris, Seminole County Sheriff's Office*



IACP Leadership in the Prevention of Vehicle Crimes Award

Virginia State Police

*Left to right: Donald De Lucca, IACP president, and
Steve Hall, Virginia State Police*



IACP Leadership in Victim Services Award

◀ Small Agency

*Virginia Commonwealth University
Police*

*Left to right: Donald De Lucca, IACP president,
and John Venuiti, Virginia Commonwealth University
Police*

Large Agency ▶

Vancouver Police Department

*Left to right: Donald De Lucca, IACP president, and
Linda Thorp, Vancouver Police Department*





IACP/Security Industry Association Michael Shanahan Leadership in Public/ Private Cooperation Award

*Arlington Police Department, Texas, and Walmart
Corporation*

*Left to Right: Ronald Hawkins, SIA; Donald De Lucca, IACP president; Jakisha
Jones, Arlington Police Department; and Thomas Arigi, Walmart Corporation*

IACP/Motorola Solutions Trooper of the Year

*Nic Cederberg, Senior Trooper,
Oregon State Police*

*Left to right: Nic Cederberg, Oregon State Police,
and Tracy Kimbo, Motorola Solutions, Inc.*



IACP/Thomson Reuters Award for Excellence in Criminal Investigations

Florida Department of Law Enforcement

*Left to right: Daniel DeSimone, Thomson Reuters; Donald De Lucca,
IACP president; and Donald Cannon, Florida Department of Law
Enforcement*





IACP Indian Country Officer of the Year Award

Derek Benally, Officer, Salt River Police Department, Arizona

Left to right: Bill Denke, Sycuan Tribal Police Department; Michaela Sample, Salt River Police Department; Derek Benally, Officer, Salt River Police Department; James Sutphen, Salt River Police Department; and Carla Banuelos, Salt River Pima Maricopa Indian Community



IACP 40 Under 40

Please visit www.theIACP.org/40under40 for a full list of the 2017 awardees.

LIFE MEMBERS

Congratulations to IACP Life Members – Class of 2017. The following individuals are to be commended for 20 years of active membership.

Peter A. Agnesi

Fort Lauderdale, Florida

James F. Albrecht

Islip Terrace, New York

Glen B. Allen

Raleigh, North Carolina

Robert L. Allen

New York, New York

Dennis C. Anderson

Batavia, Illinois

Gary W. Anderson

Pittsburgh, Pennsylvania

Steven N. Annibaldi

Sequim, Washington

Paul F. Armitage

Middleton, Massachusetts

Phillip R. Arnold

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Bill R. Bailey

Washington, D.C.

Edward L. Bailor

Owings, Maryland

Richard M. Banahan

St. Louis, Missouri

Christopher R. Barrow

Rochester, New York

Rickey V. Barrow

Oklahoma City, Oklahoma

George G. Basar

Howell, Michigan

Michael E. Beaver

Glynco, Georgia

Timothy A. Berggren

Lindsborg, Kansas

Helen E. Bicart

Madras, Oregon

Terry L. Blanton

Weston, Missouri

John A. Bolduc

San Diego, California

Michael R. Bouchard

Reston, Virginia

Bruce E. Boucher

Rockland, Maine

Robert J. Carboy

Naples, Florida

Edward J. Carroll

Mississauga, Ontario, Canada

Robert Chabali

Dayton, Ohio

William G. Chrisman

Bell Buckle, Tennessee

Thomas Lee Clemons

Seward, Alaska

William M. Coghill

West Lafayette, Indiana

Stephen N. Cole

Black Hawk, Colorado

Jerry D. Compton

Midland, Texas

Steven M. Conrad

Louisville, Kentucky

Kevin F. Coppinger

Middleton, Massachusetts

Herbert Cousins

Weston, Florida

Scott S. Coyne

Yaphank, New York

Charles J. Cullen

Fall River, Massachusetts

Dale E. Curtis

Webster Groves, Missouri

Mark E. Damitio

Andale, Kansas

Jerri Daugherty

North Little Rock, Arkansas

Donald W. De Lucca

Doral, Florida

Joseph Dedman

St. Johns, Arizona

Daniel A. Defenbaugh

Dallas, Texas

Eugene R. Deisinger

Midlothian, Virginia

Edward J. Delmore

Gulf Shores, Alabama

J. Michael di Pretoro

Lafayette, California

John DiFava

Cambridge, Massachusetts

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Ray Edge

Atlanta, Georgia

Brian Edwards

Langley, Oklahoma

James C. Fahie

Charlestown, Saint Kitts and Nevis

Manuel B. Felix

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Frank J. Frysiek

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Hong Kong, China

Magtanggol B. Gatdula

Paranaque City, Philippines

Joseph E. Gaylord

Phoenix, Arizona

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Donald B. Gerland

North Richland Hills, Texas

Gary F. Gibbons

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West Orange, Texas

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Nancy R. Wizner
Fruita, Colorado

Susan I. Woolfenden
Neston, England

David M. Wright
Cleveland, Ohio

James L. Younger
Arlington, Virginia

Garrett W. Zimmon
Alta Loma, California

The following resolutions were adopted by the IACP in 2017. The list is organized by IACP division, section, or committee that submitted each resolution.

CAPITOL POLICE SECTION

Implementation of Mass Notification System at All State and National Capitols

The IACP recommends that all state and national Capitols implement mass notification system protocols to provide rapid and efficient communication to elected officials, employees, and visitors during routine, urgent, and emergency situations on Capitol facilities in order to protect lives and ensure a safe environment in these facilities.

COMMUNICATION AND TECHNOLOGY COMMITTEE

Nationwide Adoption of Identity, Credential, and Access Management Services and the Trustmark Framework

The IACP endorses the adoption of the Trustmark Framework in an effort to achieve a federated nationwide identity, credential and access management (ICAM) solution and facilitate the secure exchange of law enforcement and justice and public safety information nationwide in order to further information sharing and improve mission critical interoperability.

CRIME PREVENTION COMMITTEE

CO-SPONSORS: JUVENILE JUSTICE AND CHILD PROTECTION COMMITTEE; VICTIM SERVICES COMMITTEE

Reducing Crime by Investing in Youth Prevention and Intervention Programs

In support of law enforcement's efforts to deter juvenile delinquent acts and improve community well-being, the IACP calls on all public officials to fully fund and implement crime prevention and intervention programs that are evidence based or prove promising to encourage prosocial behavior, strengthen families, increase public and school safety and community engagement, and improve youth development and community outcomes overall.

CO-SPONSOR: POLICE INVESTIGATION OPERATIONS COMMITTEE

Reducing Mobile Device Theft

The IACP reaffirms its position that, due to the vital need for access to all available evidence in criminal investigations, all

mass-market device manufacturers should be required to maintain the capability to unlock their devices and make the contents available to law enforcement in response to appropriate legal demands, and that maintaining such a capability is consistent with long-standing tradeoffs on device security and privacy.

The IACP calls upon all law enforcement agencies to strongly support developing public awareness materials educating and encouraging community members to activate on-device security features on their mobile devices in an effort to prevent and reduce crime. Furthermore, the IACP encourages all law enforcement agencies to use the global GSMA Device Check database to identify and investigate lost or stolen mobile devices.

FIREARMS COMMITTEE

CO-SPONSOR: IACP BOARD OF DIRECTORS
Support to Prohibit the Possession or Transfer of Certain Firearm Accessories

The IACP supports legislation that prohibits the possession, import, manufacture, transfer, and sale of trigger cranks, bump-fire devices, and similar attachments or accessories designed to increase or modify semi-automatic firearms to automatic weapons.

In addition, the IACP supports requiring individuals currently in possession of a trigger cranks, bump-fire device, or similar attachments and accessories designed to increase or modify semi-automatic firearms to automatic weapons to surrender or register such devices with the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) under the National Firearms Act (NFA) of 1934.

Furthermore, the IACP supports providing the ATF with the resources needed to enforce a mandatory surrender or registration with respect to bump fire devices and other NFA weapons, including resources necessary to modernize and upgrade its equipment.

Opposition to Conceal Carry Reciprocity Legislation

The IACP holds that the responsibility of carrying a concealed weapon should include a minimum of familiarization and

training with the weapon carried, basic instruction on the fundamentals of carrying a concealed weapon, and understanding of when the use of a concealed weapon is legal and/or advisable.

Therefore, the IACP opposes Congressional bills similar to the 115th Congress' H.R. 38 that provide concealed carry permit holders with immunity from arrest or detention for violation of any law or any rule or regulation of a state or any political subdivision thereof related to the possession, transportation, or carrying of firearms.

Opposition to Remove Silencers (Suppressors) from the National Firearms Act of 1934

The IACP opposes any efforts to remove silencers (suppressors) from the purview of the National Firearms Act, in which these devices have been registered under since 1934, recognizing how this action would undermine the security of law enforcement and the safety of the public.

HIGHWAY SAFETY COMMITTEE

Community Support for Traffic Safety

The IACP calls upon state and local law enforcement to use a comprehensive and collaborative communication approach, with aggressive public education messaging through social media outlets, television, radio, and other media means to both educate and inform the community at large that high visibility traffic law enforcement initiatives are designed and implemented to save lives and reduce injuries from traffic crashes, as well as reduce crime, and do not include revenue generation as a primary purpose.

Support for Continued Development of Technology to Reduce Distracted Driving

Recognizing the need to reduce distracted driving and its associated fatalities and injuries, the IACP calls upon law enforcement officials and transportation officials, including State highway safety offices and highway safety advocacy groups, to strongly support and work in partnership with technology companies to continue both the development and adoption of technologies that reduce a driver's ability to operate a motor vehicle while distracted by cellphones and other portable electronic devices.

HUMAN AND CIVIL RIGHTS COMMITTEE

Reaffirming Bias-Free Practices

The IACP reaffirms its long-standing position against biased enforcement, or any other type of discriminatory practices and recognizes the need for organizational accountability and transparency, individual police employee accountability, and agency policies that prohibit all discriminatory policing practices.

IACP BOARD OF DIRECTORS

CO-SPONSORS: VICTIM SERVICES COMMITTEE; HUMAN AND CIVIL RIGHTS COMMITTEE

Increasing Law Enforcement Awareness of and Enhancing the Response to Hate Crimes and Crimes Motivated by Bias

The IACP encourages law enforcement agencies and prosecutors to work closely with the victims of hate or bias-motivated crimes, affected communities, core community stakeholders, non-profit advocacy groups, and non-governmental organizations to combat bias and hate, and strengthen trust with community members.

The IACP also encourages law enforcement agencies and prosecutors to collect, analyze, and report incidents of crime that are, in whole or in part, directed against individuals because of race, national origin, ethnicity, gender, gender identity, sexual orientation, religion, or disability through a national reporting system to the Federal Bureau of Investigation.

Furthermore, the IACP encourages law enforcement agencies and prosecutors to forge partnerships with community stakeholders, criminal justice system partners, and other organizations to conduct public outreach and multidisciplinary training, share information, address concerns, and support criminal and civil investigations and to work with communities to promote healing and respect, and proactively address bias and hate.

CO-SPONSOR: FIREARMS COMMITTEE

Opposition to the Sale of Armor-Piercing and Tracer Ammunition

The IACP opposes H.R. 3668 – The Sportsman Heritage and Recreation Enhancement Act, which would reduce the ability of government agencies to prohibit the sale of armor-piercing ammunition and weaken the standards for ammunition to be considered armor-piercing.

The IACP supports legislation and policies that will prohibit the sale or transfer of

armor-piercing ammunition. Furthermore, the IACP believes that current U.S. federal law should be modified to establish that the process utilized to determine whether a round of ammunition is armor-piercing should include performance-based testing conducted by the Bureau of Alcohol, Tobacco and Firearms.

NARCOTICS AND DANGEROUS DRUGS COMMITTEE

Opposition of the Legalization of Recreational Marijuana

The IACP is gravely concerned about the dangers of continued legalization of marijuana and the expansion thereof and strongly encourages greater awareness regarding the harms and dangers. Furthermore, the IACP cautions that research suggests marijuana use is likely to precede use of other illicit drugs and/or substances and that marijuana use also is linked to substance use disorders, including addiction to alcohol and nicotine.

In addition, the IACP actively supports increased community-wide and nationwide education programs, like the Red Ribbon Week, Red Ribbon Patch Program by the Boy and Girl Scouts of America, D.A.R.E America, and National Prevention Week, as well as local anti-drug coalitions, to raise public awareness of the impact of recreational marijuana drug use on individuals, families, and communities.

Opposition to Legislation Legalizing Drug Importation

The IACP opposes the passage of legislative drug importation proposals, which, if implemented, would overextend and divert law enforcement resources and jeopardize law enforcement's ability to protect the public health; threaten the safety of our drug supply; and endanger the safety of law enforcement officers, their K-9 companions, and first responders across America.

Opposition of Safe Injection Sites

The IACP opposes safe injection site programs and is highly concerned about the health and public safety risks to citizens, the community, and health care staff associated with supervised injection facilities (SIFs), absent greater study, evaluation, and input from local law enforcement authorities.

In addition, the IACP has serious concerns that SIFs will increase drug trafficking and entice more crime, as addicts pursue cash to finance their habits, and this will result in compromised public safety while requiring additional law enforcement resources.

POLICE INVESTIGATIVE OPERATIONS COMMITTEE

Supporting the Codification of State and Federal Legislative Proposals Modeled on the Core Principle of the Kelsey Smith Act

The IACP recognizes the need for an expedited response (such as quick access to victims' cellphones) in situations involving the disappearance of an individual, the report of a runaway child, or report of a missing person for which no criminal charge may be readily apparent but where law enforcement in its professional judgment believes urgency exists.

The IACP strongly supports the ongoing legislative efforts at both the State and Federal levels to codify legislative proposals adopting the core principal of the Kelsey Smith Act, which mandates that telecommunications carriers provide call location information to requesting law enforcement in emergency situations, provided that any legislation drafted should conform without compromise to the core principal of the Kelsey Smith Act, without the introduction of additional restrictions.

Additionally, the IACP supports the ongoing congressional effort expended to craft and perfect H.R. 4889 and S. 2770 – The Kelsey Smith Act, which are currently languishing in the 115th Congress, consistent with the above statement.

Furthermore, that the IACP strongly supports efforts by its membership and its Committees to raise awareness on how this issue impacts day-to-day police work and obstructs public safety from obtaining the information necessary to save lives and prevent future deaths.

A copy of the resolutions adopted by the IACP at the 124th annual conference in 2017 can be found at www.theIACP.org/Resolutions.

For more information, contact Sarah Guy at 703-836-6767 or guy@theiacp.org.

RESEARCH ADVISORY COMMITTEE

CO-SPONSOR: FIREARMS COMMITTEE

Support of National Violent Death Reporting System

The IACP promotes increased law enforcement awareness of and agency participation in the Centers for Disease Control and Prevention's National Violent Death Reporting System (NVDRS), which collects data on violent deaths from a variety of sources, as well as expanded federal funding to enable every state, Tribe, territory, and the District of Columbia to be included in the NVDRS.

TERRORISM COMMITTEE

CO-SPONSOR: INTERNATIONAL DIVISION

Sharing Biometric Data from Foreign Terrorist Fighters with National and International Databases

Recognizing the need for better information sharing to prevent international security gaps regarding foreign terrorist fighters (FTFs), the IACP recommends that law enforcement agencies enhance their efforts to ensure maximum collection and recording of biometric information focused on unique identifiable attributes, including fingerprints, photos, iris, and DNA profiles, and contribute this data to these national, regional, and international datasets dedicated to FTFs.

VEHICLE CRIMES COMMITTEE

Encourage Law Enforcement to Utilize the IACP Automated License Plate Recognition Policy Guidance and the Use of NLETS for Sharing Automated License Plate Recognition Data

The IACP supports and promotes law enforcement as a whole in utilizing the IACP ALPR policy guidance and the use of NLETS for sharing ALPR data to take advantage of the benefits ALPR data afford for the identification, recovery, and investigation of stolen vehicles and vehicle crimes.

Raise the Level of Awareness and Understanding of the Importance of Vehicle Crimes

The IACP calls upon police executives, crime prevention officers, and public information officers need to emphasize the fact that a stolen vehicle was used to commit a crime and show tangible reasons why the public should pay attention to preventing auto theft.

Furthermore, the IACP encourages and calls upon police executives to lead the way, as the rank and file and the community need to see visible signs of support from the top;

to support auto theft initiatives in the budgeting process and engage community, corporate, and other governmental agencies in the effort; and to raise awareness and understanding of vehicle crimes.

Support the Migration to the National Incident-Based Reporting System

The IACP supports the requirement that all U.S. states migrate to the NIBRS reporting system and calls upon the Federal Bureau of Investigation (FBI) to assist U.S. states with transitioning to reporting data via the NIBRS reporting system, in an expedient manner; and encourages all nations to move to incident-based reporting.

To Develop and Implement a Universal Definition and the Classification of a "Motor Vehicle" Differentiated From a "Vehicle" as it Pertains to Motor Vehicle Theft

The IACP calls upon the National Highway Traffic Safety Administration (NHTSA) and the Federal Bureau of Investigation (FBI) to jointly develop and implement a universal definition and classification of a "motor vehicle" differentiated from a "vehicle" as it pertains to motor vehicle theft within the reporting systems of the FBI National Crime Information Center (NCIC), FBI Uniform Crime Report (UCR), and the FBI National Incident-Based Reporting System (NIBRS).

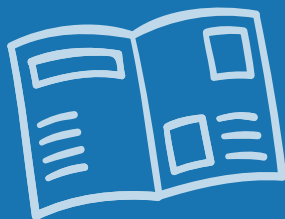
To Develop and Implement a Universal Definition of a "Stolen" and "Recovered" Motor Vehicle as it Pertains to Motor Vehicle Theft

The IACP calls upon the Federal Bureau of Investigation (FBI) to develop and implement a universal definition of a "stolen" and "recovered" motor vehicle as it pertains

to motor vehicle theft within the reporting systems of the FBI National Crime Information Center (NCIC), FBI Uniform Crime Reporting (UCR), and the FBI National Incident-Based Reporting System (NIBRS).

To Enhance the FBI NCIC's Ability to Assist Law Enforcement with the Interdiction, Apprehension, and Identification of Auto Theft Criminals

The IACP calls upon the Federal Bureau of Investigation (FBI) to enhance NCIC's ability to assist law enforcement with the interdiction, apprehension, and identification of auto theft criminal information. The NCIC should consider adding data fields for stolen vehicle and recovered stolen vehicle entries, and a centralized national law enforcement motor vehicle theft database should be developed based on NCIC entries to aid in investigations and crime analysis.



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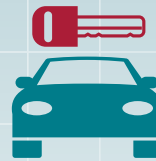
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PRODUCT FEATURE:

EDUCATION AND TRAINING PREPARES OFFICERS FOR AN UNCERTAIN WORLD

By Scott Harris, Freelance Writer



Adult student graduates from program at University of San Diego (California). Photo courtesy of University of San Diego.

Few people, if any, would argue that education is unimportant. But, in law enforcement, it may be more important than ever—both for the individual careers of officers and for the field of public safety as a whole.

Numbers from the federal U.S. Bureau of Justice Statistics show that, in 2013, 32 percent of local police officers worked in a department with a college requirement, compared with 16 percent in 1993. Also, in 2013, 23 percent of officers worked in a department that required entry-level officers to have a two-year degree, compared with 7 percent just a decade earlier.¹

A few years earlier, a 2010 study published in the journal *Police Quarterly* found that college-educated officers were 12 percent less likely to use force than colleagues without a college education.²

According to at least one expert, the world of higher education has not always understood or catered to the distinct needs of the law enforcement community. However,

with the advent of online classrooms and a new wealth of expertise, many institutions are working to change that—and this change couldn't happen at a more critical time in law enforcement.

"The academic world has underserved the law enforcement community, sometimes in a dramatic way," said Erik Fritsvold, academic coordinator and associate professor of the University of San Diego's master of science program in law enforcement and public safety leadership. "We hope to right that historical wrong. Education is good for society; education is good for law enforcement. There's cultural competence, better literacy. It's hard to make a case that education is bad. There are multifaceted benefits."³

Distance Learning

With society changing at a breakneck speed, training and education programs need to keep pace so their students can keep pace as well, regardless of which profession they will be entering.

"Times are changing the way law enforcement is having to work," said Darrell Edmonds, online training program coordinator with the Institute of Police Technology and Management (IPTM) in Jacksonville, Florida. "[Officers need to know] how to adapt to the times and how to implement changes. As quickly as things are changing, with active shooters becoming more frequent, how does law enforcement respond to it, what are the responsibilities? There's all kinds of things. When do you be more aggressive? What are the best procedures?"⁴

The IPTM offers roughly 75 courses in law enforcement topics ranging from active shooters in schools to seat belt examinations. Many of the courses focus on situations related to motor vehicles, including DUI and crash investigations. IPTM offers training both online and on its Florida campus. One advantage of online training, Edmonds said, is simple cost-effectiveness.

"Online, we have active shooter, DUI investigation, patrol function, and telecommunications, as in for dispatcher," Edmonds said. "[Students] don't need a travel or per diem bill. Life is pretty demanding these days. This way, they can sit down and do the work when they need to and then come back. This is where we see the market going."⁵

Online learning involves more than a Skype connection and a chat room. The content and length of courses change based on the objectives of the courses, offering further flexibility on top of that which online distance education provides by its very nature.

"We have three types of [online] courses," Edmonds noted. "A webinar, which lasts one to eight hours, where you move along at your own pace with access to a help forum where you post a question. There's an instructor-led self-study course which is eight hours or more, where you go at your own pace but the instructor is present and available at different times. And then there are long-running courses that go a week or longer, with one eight-hour block of regular classroom training stretching out to one week."⁶

Some might envision distance learning or online education as having a “drop in” quality. That’s not the case at institutions like the University of San Diego, which prides itself on elite training informed by a host of law enforcement professionals. Over a two-and-a-half-year process, the university rebuilt its law enforcement and public safety leadership program, making it rigorous for students while allowing learners to complete work on their own terms.

“Our program is unique because we listen first,” Fritsvold said. “We started with a more traditional program, and now we’re a cutting-edge program. There’s a deliverable due [from students] about every three days, but how they engage with the material is totally up to them. Someone working a graveyard shift as a corrections officer can do it one way, and someone with free afternoons can do it another way.”

The San Diego program is informed not only by experts in law enforcement but also by those with expertise in learning technology and the science of learning. That combination ensures the online education platform provides information in a way that is both useful and effective.

“We have an in-house instructional design team who are experts in pedagogical strategy online,” Fritsvold said. “It’s essentially an online coach for the faculty. They translate teaching into an online format. We use videos, narrated PowerPoints, and weekly outcomes. There are reading assignments and assignments where you learn by doing.”

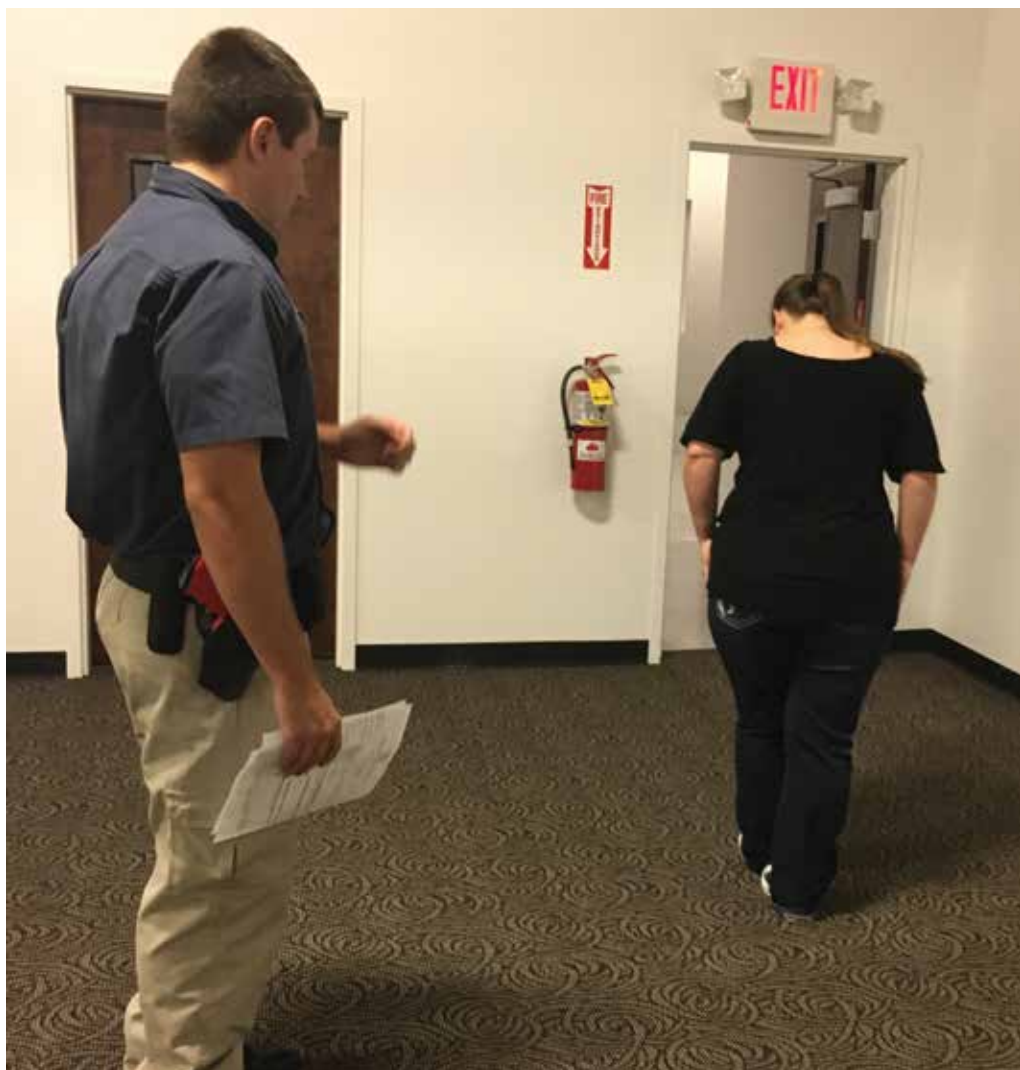
University of San Diego courses can be easily modified to stay abreast of current trends. For example, in 2016, classes heavily focused on body-worn cameras and relevant laws. Now that those cameras are more widely available and better understood, courses have moved to newer technologies like unmanned aerial vehicles (UAVs or drones).

“If we’re eight months out of date or four months out of date, that’s a problem,” Fritsvold observed. “We now have 100 alumni or so and several associations [giving us input]. We’re surrounded by expertise. Our course descriptions are viable but very broad, in case we need to throw something out and add a new component.”

In the Classroom

Online learning is a popular new mode of learning, and understandably so—but that is not to say that traditional classroom learning doesn’t carry great value.

In three locations in Georgia, Georgia Piedmont Technical College has graduated roughly 300 students into law enforcement positions across the state. The college’s Law Enforcement Academy’s basic mandate program lasts 17 weeks. The typical Peace Officer and Standards and Training (POST) program requires 408 training hours, but the



Georgia Piedmont Technical College’s Law Enforcement Academy’s 17-week program provides students with up to 744 training hours across numerous skill areas before graduating them to law enforcement positions.



Students at Georgia Piedmont Technical college take part in firearm use and safety courses.

Georgia Piedmont Technical College's program exceeds that requirement: students receive up to 744 training hours, including standardized field sobriety testing and Taser and baton training. After completing the program, graduates become POST-certified law enforcement officers in Georgia.

An in-person class provides hands-on learning that cannot be duplicated in an online environment, program leaders said. "They see an autopsy," said Deputy Chief Beverly Thomas, dean of the college's School of Public Safety and Legal Studies. "They go to the state supreme court to hear oral arguments; they participate in a mock trial with a prosecutor and the district attorney. We stress doing things a little differently. We teach driving, but we do so at night as well as during the day."¹⁰

According to Thomas, the academy is the first in the state of Georgia to be accredited by CALEA, a credentialing body that recognizes elite law enforcement and public safety training programs. "Employers who hire our graduates say they're much better prepared," Thomas said.¹¹

At the University of Louisville in Kentucky, the Southern Police Institute (SPI) offers both in-residence and distance learning, with both options offering different advantages to learners. The Administrative Officers Course (AOC) is a 12-week, 480-hour program designed to develop effective and technically competent law enforcement managers. Like all SPI courses and programs, AOC is designed to foster police leaders.

"Our program is leadership," said Gennaro Vito, professor and chair of the university's Department of Criminal Justice. "When they go through our program, they have 12 credits on management. The AOC is a management institute. We have courses on leadership, police administration, issues in policing. So, the entire program is designed to prepare students for leadership."¹²

No matter where or how the training takes place, the best institutions are working to develop well-rounded officers and leaders who are ready for the world they will face after graduation.

"With times changing and with community policing and everything attached to that, that's why SPI was formed," Vito said. "That's in our DNA."¹³ ❖

Notes:

¹Brian A. Reaves, *Local Police Departments, 2013: Personnel, Policies, and Practices* (Washington, DC: Bureau of Justice Statistics, May 2015), 7, <https://www.bjs.gov/content/pub/pdf/lpd13ppp.pdf>.

²Jason Rydberg and William Terrill, "The Effect of Higher Education on Police Behavior," *Police Quarterly* 13, no. 1 (March 2010): 92–120.

³Erik Fritsvold (academic coordinator and associate professor, University of San Diego, law enforcement and public safety leadership), telephone interview, November 15, 2017.

⁴Darrell Edmonds (online training program coordinator, Institute of Police Technology and Management), telephone interview, November 13, 2017.

⁵Edmonds.

⁶Edmonds.

⁷Fritsvold, telephone interview, November 15, 2017.

⁸Fritsvold.

⁹Fritsvold.

¹⁰Beverly Thomas (dean, School of Public Safety and Legal Studies, Georgia Piedmont Technical College), telephone interview, November 14, 2017.

¹¹Thomas.

¹²Gennaro Vito (professor and chair, criminal justice department, Southern Police Institute), telephone interview, November 14, 2017.

¹³Vito.

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A History of the IACP Insignia

By James W. Sterling, Reston, Virginia

In celebration of IACP's 125th anniversary, each 2018 issue of Police Chief will include a republished article from the magazine's history, which dates back to 1934.

The following is excerpted from the original article published in the October 1994 Police Chief. Visit [Police Chief Online](#) to access the full article, including endnotes.

IACP
THROUGH
THE YEARS

1994

Webber S. Seavey, the chief of police in Omaha, must have been extremely disappointed. In November 1892, he had sent out 385 invitations to the heads of the largest police departments in the United States, urging them to join him in Chicago in May 1893 for the purpose of forming a national police organization. When roll call was taken on that historic Thursday morning, May 18th, only 51 chiefs had come to the meeting initiated by Chief Seavey. Regardless of their small representation, the 51 chiefs spent a busy three days in Chicago. They elected Seavey as their president and Harvey Carr, chief of Grand Rapids, as their secretary/treasurer. Then they began making organizational plans, devising programs, considering resolutions and taking advantage of the various entertainments offered them. By the time this initial organizational meeting had ended on May 20, 1893, it was decided that the group would call itself the National Union of Chiefs of Police of the United States and Canada. They also resolved "that we, the members of this organization of Chiefs of Police, hereby agree to assist each other on all occasions...." At the start, this plea for cooperation was seen as essential to the attainment of their most important objective—the establishment of a national bureau for the identification of criminals.

The next year, the newly formed union met in Saint Louis. The attendees celebrated their first birthday anniversary as well as the fact that their membership had increased to 113. More importantly, the group adopted a resolution calling on the speaker of the U.S. House of Representatives to "establish in connection with the Department of Justice, a Bureau for the identification of criminals and the dissemination of criminal information."

Over the next few years, the chiefs made numerous efforts to petition Congress for support of this keystone program, but the only result was a condition of collective frustration. Finally, at their 1897 convention in Pittsburgh, Jacob Frey, the marshal of Baltimore, showed his prescience when he cautioned his fellow members about the focus of their efforts to create a national bureau of identification. "If they waited for Congress to act, they would all be in their graves; the only way to get it was for the police to establish it themselves; after that the government could become interested."

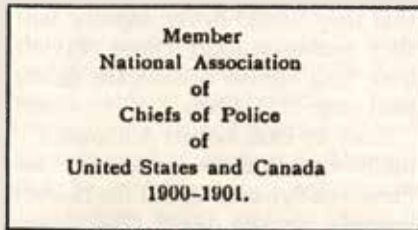
Frey's wisdom was accepted and, by the end of this convention, resolutions were passed that called for the establishment of a National Bureau of Identification (NBI) in Chicago. Members of the association who paid their \$5 annual dues were eligible for bureau membership. They were, however, required to pay an additional assessment for the bureau's services. After this meeting ended on May 13, the chiefs acted quickly. On October 20, 1897, the organization, now known as the National Association of Chiefs of Police of the United States and Canada, opened the long-awaited bureau in Chicago's city hall. The NBI was now ready to circulate Bertillon measurements, photographs and criminal information among its subscribers.

Very soon after it became operational, the NBI's services became recognized as a valuable source of information—not only by subscribers but also by those who could not afford to participate or were ineligible to belong to the association. Problems arose when a number of persons, both members and non-members of the association, tried to avail themselves of the bureau's information without paying the additional assessment.



By and large, this problem was dealt with by the introduction of identifying wreathed insignias to be displayed on the letterhead of all paid subscribers.

As the association's membership, activities and influence increased, the member chiefs also had a need to identify themselves to one another in their official correspondence. The solution to this was the distribution of a rubber stamp to each member in good standing. The dates on the stamp were to be changed each year.



As the century drew to a close, the association's leaders were convinced of the value of the benefits their members received for their \$5 annual dues. Nevertheless, the challenge they faced was to persuade additional chiefs to become members.

This attitude also applied to the NBI—perhaps even more so. Though the association's membership had grown to about 160 chiefs by 1899, it was disheartening that only 35 of them were paid subscribers to the bureau.

The association's ninth annual convention, held in Louisville in May 1902, marked a year of change. Article I of the new constitution showed for the first time the name of the International Association of Chiefs of Police. With this expanded scope for its activities, discussions at the convention included such topics as the use of the international language—Esperanto—and the assistance of the U.S. State Department in encouraging greater participation by police officials from abroad.

Other things about the association remained unchanged. Major Richard Sylvester, superintendent of the Metropolitan Police, Washington, D.C.—elected president of the IACP in a heated contest the previous year—was unanimously reelected to the office. Predictably, the leaders of the association continued to be thwarted in

their appeals to the U.S. Congress for support of the NBI.

In March 1903, the chief of police of Rotterdam, Holland, proposed in a letter to President Sylvester that measures be adopted to improve the means of identifying IACP members to one another. The chief suggested that a current membership list be sent each year to those members who had paid their dues. He also recommended that each member write after his signature on all confidential correspondence the letters "MIACP," indicating his membership in the association.



In his annual address to the attendees at the May 1903 convention in New Orleans, Sylvester used this letter as evidence of the association's success in building closer relationships with colleagues abroad. During the first day of the June 1904 convention in St. Louis, Sylvester gave an unusually long address to the membership. Near the end of his wide-ranging oration, Sylvester said,

It has been suggested to me by a representative of a foreign government that the Association adopt a miniature official design, to be registered with the government, which would be a trade mark to be attached to the letterheads and official paper used in communicating between departments which maintain a membership in the International Police Association. The question is submitted to you for such action as you deem necessary.

For the moment, the chiefs did not deem any action as appropriate. A few months before the scheduled [1905] "Frisco" convention was to begin, Colonel Wittman lost his job as San Francisco's chief. He told the association's officers that it was now impossible to have a successful meeting in that city.

Sylvester and his IACP officers hurriedly met in Pittsburgh in late March to deal with this emergency, and various alternative cities were considered. By the time this meeting ended, the group had agreed to hold the 12th annual convention in Washington, D.C.

Sylvester was ready with another lengthy annual report and address when the opening session began in Washington on May 22, 1905. Near the end of his encyclopedic message, he said,

The members of this Association have been furnished with a new means of knowing each other by the issuance of an Association

monogram including the letters "I.A.C." and the word "Police." This combination was arranged by your President and Secretary in convenient and attractive form, to be used upon your official stationery and also produced in the form of a badge or button to be worn upon your person.

Before he concluded his remarks on the subject of the new IACP monogram, he assured the chiefs that the design "has been registered under the law with the proper authorities in the United States Patent Office as the proper way of securing it from improper or illegitimate use by designing persons."

After the convention concluded, Sylvester returned to his office to handle the many tasks remaining from his pivotal role. Among the papers that had accumulated in his absence, he found a letter from the commissioner of patents stating that his petition for a design patent of the IACP insignia had been approved as he had requested in his letter of May 17. Inadvertently, the term requested for the patent had not been specified. Aware that he had assured the convention delegates that the monogram was already registered with the Patent Office, Sylvester fired back a terse letter to Commissioner Allen: "I paid the fee of \$10.00, and a term of three and one-half years is what is desired."

Despite the protection now given the design by the U.S. Patent Office, by the time the association met in April of the following year in Hot Springs, Arkansas, instances of misuse of the emblem began to occur. This was brought to the attention of President Sylvester by several members. Non-members, particularly those persons



IACP President Richard Sylvester



Attendees at the association's 1905 convention posed for a group portrait at Mount Vernon.

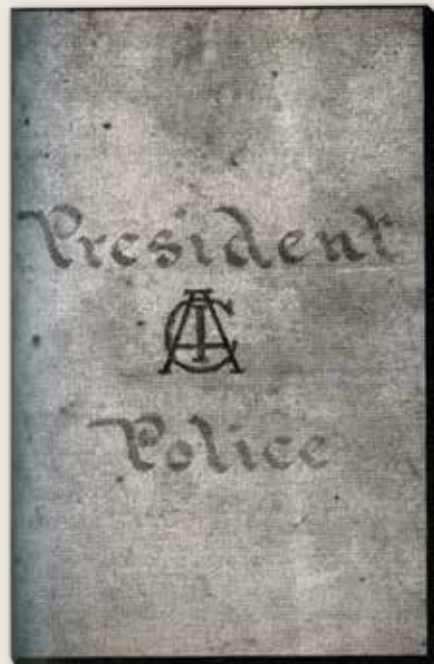
in private detective agencies, had sought to gain the privileges and prestige of membership in both the association and the NBI by displaying the emblem on their letterhead and in their advertising. Sylvester exhorted the members by saying, "If any members should hear of anyone using our insignia illegally, I will be glad to take action against [him] as we have done before."

By this time, the system of distinguishing members of the IACP and the NBI from non-members appeared to be working well. The proper display of the engraved identifying emblems on official papers carried with it the prestige of membership in an exclusive fraternity and the authority for access to confidential criminal information. Those who misused the official insignia were severely dealt with on a case-by-case basis.

However, the members of the bureau's board of governors were concerned with more critical problems. By 1909, there were only 70 subscribers to the NBI. Not only did this small membership limit the bureau's income, but it also narrowed the scope of information filed in the clearinghouse. Obviously, the more information submitted to the bureau, the greater the possibility that current and pertinent information could be sent back in response to a member's request.

The bureau continued to be improperly burdened by subscribers who obtained information as a favor for certain non-member agencies. This problem had become especially acute, with abuses being perpetrated

by both private detective agencies and some federal agencies. Although the chief post office inspector, the commissioner of immigration and the adjutant general of the U.S. Army were members of the IACP and paid their fees to the NBI, other agents in the departments of Justice, Treasury, Commerce, Labor and Interior did not pay. Some member chiefs were troubled by denying an informal request for criminal information when



it came from a Justice Department agent or a member of the Secret Service whom they knew and trusted.

By 1910, the situation had become untenable, threatening the successful operation of the bureau. As these difficulties accumulated, the officers intensified their efforts to seek solutions. When the association convened in Birmingham on May 10, 1910, Sylvester told the members that they were closer to obtaining government aid than at any previous time. The president was right! Less than two months later, the bureau received its first government aid—\$3,000—covering the next 11 months' operations.

The IACP had sought government support for the bureau since 1894; 16 years later, that objective was finally attained. However, the financial support received was not its salvation. Under the act authorizing the aid, Congress obtained the assurance that all U.S. government departments would be entitled to information from the NBI under the same conditions as the police.

The net effect of this initiative made it difficult for the NBI to function on a fiscally or operationally sound basis. Significantly more demands were made on the bureau by the new subscribers from the various levels of federal government, as well as by those from small towns who paid the lowest pro rata fees. Penal institutions, parole boards, railroads, civil service commissions, navigation companies and even private organizations working under a government contract now sought criminal information directly from the bureau. The situation was further aggravated by the continuing efforts of private detection agencies to clandestinely obtain criminal information from the NBI files.

As a consequence of this increase in demand for information, the insignias of both the association and the NBI became more frequently misused. The problem was confronted at the association's 19th annual convention, the first to be held outside the United States. Meeting in Toronto July 9–12, 1912, the members discussed—among other things—the misuse of the insignia by "all kinds of people," and passed two resolutions to address the problem. They first specified that "the use of the patented insignia of the association shall be confined to the active membership..."; the second, that "the Secretary be directed to call in the insignia of all those who are not entitled to have them."

Despite the efforts of Sylvester and Carr, complaints about the misuse of the IACP emblem continued to be voiced by some members. During the June 1914 convention, held in Grand Rapids, the problem of the emblem's unauthorized use erupted. During the discussion, Carr said that in the past decade he had written to "15 or 20 people,"

notifying them that if they did not stop the unauthorized use of the insignia, drastic measures would be taken. "Some people discontinued it, and some people kept right on using it," Carr noted.

The discussion then focused on various interpretations of active and honorary membership and the conditions under which the emblem could correctly be used. The matter was finally brought to a conclusion with the unanimous adoption of a resolution: "That the use of the insignia of this Association by unauthorized persons be stopped, and that the President of the Association take legal proceedings, after due notice."

When the members finally began the election for the office of president, Sylvester was again selected for the position. Afterward, when the office of secretary/treasurer was considered, Carr quickly announced that since he was going to retire as superintendent of police, he wanted to decline nomination for the office. Frank Cassada, the chief in Elmira, New York, won the office and—for the first time since the start of the organization in 1893—Carr was not its secretary/treasurer. In honor of his long service, Carr was elected a "life member without dues," one of three persons so honored.

In his concluding remarks, Sylvester extolled Carr's many contributions to the association during his service as secretary/treasurer. The president also reemphasized the value that solidarity, unity and fraternity played in the development of the association. However, his last words at this notable convention were about the organization's insignia. He observed that the association's insignia and button could be obtained from the new secretary/treasurer and specified that "the insignia with the wreath is that of the [National] Bureau of Identification."

When the chiefs returned to their cities and resumed their official duties, they now had the newly published "Directory of Police and Prisons" as a ready reference. This compilation, copyrighted by Richard Sylvester, contained the names of over 600 chiefs of police and heads of state and federal prisons. The inside cover of the publication contained this notice: "The insignia and designs of the International Police



Association are protected by law." Below this caution was the IACP insignia displayed in a newly ornamented form.

There was another surprise for members who attended the May 1915 convention in Cincinnati, Ohio. Following Sylvester's typical lengthy address on the first day of the meeting, the chairman of the Committee on Credentials reported that 41 persons had applied for active membership. The committee recommended that all be accepted, including Raymond W. Pullman, superintendent of police, Washington, D.C.

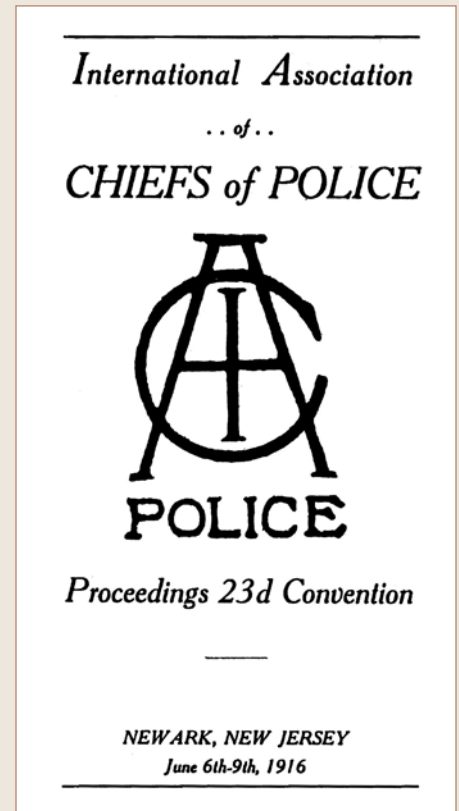
On the face of it, the convention proceeded as usual until the day of the election of officers—May 27, 1915. Early in the day, Sylvester stated that he was no longer a chief of police and added his opinion that the association should be guided by an "active hand." Ultimately, the members elected as their new president Michael Regan, chief of police in Buffalo, New York.

The Sylvester era was over. Before the convention ended, resolutions were passed honoring Richard Sylvester for his 14 years of continuous service as president and making him a life member of the IACP without dues.

Although the war in Europe was in its third year, the members' discussions at the June 1916 convention in Newark, New Jersey, reflected little attention to the distant battles. Their concerns related to crime control, the election of officers and the choice of the next convention site. Michael Long, the host chief, was elected president, and Kansas City was chosen as the location for the next IACP convention.

The officers continued to battle for the preservation of the integrity of their insignia. Outgoing President Regan delivered a lengthy address in the tradition of his predecessor. At the start of his oration, he said it was of "vital importance" for the association to copyright its emblem. He then nominated "the Chief of Police of Washington, D.C., as a Committee of One to present the matter to the proper sources there. Should it be found impossible to have this done in general then I would advise that the matter be taken up in each state." The president cited a New York state law that made it a misdemeanor to display, wear or use the emblem of an organization of which the person was not a duly qualified member.

Long also prepared a president's report, which was appended to the publication of the proceedings of the June 1916 convention in Newark. In the midst of these trying times, he "urgently recommended" that a copyright for the association's emblem be "secured at the earliest possible moment, thereby prohibiting the use of the emblem by others than those who are members of the Association." The publication of the 1916 proceedings was also notable because, for the first time, the insignia of the IACP was prominently shown on the inside cover.



The Kansas City convention was eventually held in June of 1918. From the welcoming address in which an observance was given to 11 Kansas City police officers who had lost their lives in the war, to a series of patriotic speeches presented during the concluding annual banquet, police involvement in the country's war effort was the constant preoccupation of the attendees.

When the time came for the superintendent of the NBI to give his report, he quickly brought up the perpetual problem with the organizations' insignias. The emblems for both the association and bureau were being modified so often by members and non-members that these representations were becoming meaningless. To illustrate the confusion, he produced 20 letterheads, none of which showed the same insignia design. The superintendent strongly recommended that the form of the emblems be standardized through the use of the official cuts of both the association and the bureau.

A blare of trumpets and a brass band greeted the members when they assembled in Montreal in July 1924 for their 31st convention. The opening ceremonies were stirring, discussions about such matters as the "revolver plague" were grave and the closing parades were majestic.

To William Rutledge, Detroit's police superintendent and the association's president, the proudest moment of the convention came when he announced "the greatest advance step in the annals of police history..." The National Central Bureau of

Criminal Identification and Police Information finally became operational as part of the U.S. Department of Justice on the first day of July.

In a letter from the newly appointed acting director of the Bureau of Investigation read to the delegates, Mr. J.C. (sic) Hoover predicted "...that within a period of 30 to 60 days, it will be running at a degree of 30 to 60 days, it will be running at a degree of 100 percent efficiency." As the letter explained, one of the ways chosen to increase the efficiency of the new National Central Bureau was to base its identifications system entirely on fingerprints. The Bertillon system of measurements was simply discarded.

The association's primary objective had finally been attained—just over 30 years after the framing of an 1894 resolution petitioning the U.S. House of Representatives to establish a national bureau. President Rutledge paid tribute to the "dogged tenacity" of the members who originated the idea and worked toward its realization.

This action had an unforeseen consequence. The much-protected insignia of the association's national bureau no longer had any functional purpose, and it quickly fell into disuse. However, the members of the parent organization felt a proprietary right to the dress of its offspring's emblem. Soon, the wreath began to appear as an embellishment to the original IACP insignia.

As the association's activities continued over the next few years, the more decorative emblem appealed to the members and it began to be seen with greater frequency. The wreathed IACP insignia appeared with slight variations on many of the association's artifacts, correspondence and records. Individual members created further variations when their local printers prepared their own unique letterheads. The problem was further aggravated by unauthorized persons who continued to display the emblem or its variant for improper advantage. Despite these problems, no copyright or trademark registration was obtained to protect and standardize the new form of the emblem.

In January 1934, the association began the monthly publication of the "Police Chief's News Letter," the predecessor of the *Police Chief* magazine, with the wreathed insignia appearing in the center of the masthead. In the November issue, the heavily drawn emblem was lightened. Beginning in July 1935, still another change in design was introduced.

Although the use of the insignia in the masthead of the IACP's new official publication was a form of de facto recognition of its status as a symbol, this could not be considered to represent its adoption as the official emblem. To the contrary, as part of the long-established series of the publication of convention proceedings, the 1935



report displayed the traditional unadorned emblem, as had been the case since 1916. This changed with the publication of the 1936 Kansas City convention proceedings, when no insignia whatsoever was shown.

At the 1937 convention in Baltimore, a new constitution was submitted to the membership by the chairman of the committee on Reorganization, Donald S. Leonard, a young captain in the Michigan State Police. This constitution was unanimously adopted on October 6, 1937. Consistent with this action, new rules for operating the association were later formulated by the board of officers and published in the January 1938 issue of the *Police Chief's News Letter*.

Rule XII pertained to the use of the official insignia:

Every active member shall be entitled to one membership pin and the use of one cut of the official monogram... Only active members of the Association regularly engaged in police work and receiving governmental salary are authorized to employ the official monogram or insignia on their letterheads or in any other manner whatsoever.

The *News Letter* continued by saying, "due to the fact that there have been so many variations of the official emblem or insignia of the IACP, the Board of Officers designated as the official Association insignia the design which appears in the masthead of this issue of the *News Letter*."

At first glance, an enduring system for assuring the integrity of the IACP insignia seemed to be in place, and the responsibility for its enforcement had been designated. Still, the status quo did not allow for complacency.

At the 1938 convention in Toronto, Executive Vice President Rutledge said in his annual report that there had been a great deal of improper and unauthorized activity with respect to the association's insignia. He told the members that he had served notice on a number of organizations and persons who had falsely represented the association.

Rutledge explained that "your officers open themselves to the criticism of those who stand to gain by these practices," adding that "we have, nevertheless, taken the point of view that the reputation of the Association is at stake and that we must

discharge our responsibilities... We must be ever vigilant to suppress such practices."

For over 100 years, the association's members have worked for the betterment of their profession. The basic design of the IACP insignia has existed for almost 90 years. Though this historical account of the origin of the insignia has focused on the work of Major Richard Sylvester, the enduring character of the IACP insignia stands as strong evidence of the collective pride and respect the members hold for all of their predecessors and their accomplishments.



1988 Copyrighted version of IACP insignia

Throughout time, the IACP emblem has well served its identifying function. Beyond that, the widespread and repeated display of the emblem by the association's members has resulted in its taking on a symbolic function. It has become the universally recognized mark of a proud organization, one that has struggled through difficult times to establish itself on a sound and respected basis, has worked to provide substantial benefits for its membership and has made significant improvements in the police profession. This simple alphabetical configuration has become more than a design. It is a unifying symbol, something worth fighting for in order to preserve its integrity and its historical meaning. ❖

Coming next month:

"Investigation of Typed Documents," by J.H. Rogers. Taken from the January 1947 edition of *Police Chiefs' News Letter*, the predecessor to *Police Chief* magazine.

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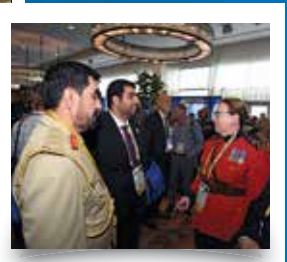
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DO NOT USE

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Title/Rank: _____
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Agency/Business Name: _____

Business Address: _____

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Business Phone: _____ Fax: _____

Send mail to my Business Residence Address

E-mail: _____

Website: _____

Have you previously been a member of IACP? Yes No

Date of Birth: (MM/DD/Year) ____/____/____ I am a sworn officer. Yes No

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

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

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

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

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

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Charge to: MasterCard VISA American Express Discover

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\$125 dues valid only when joining in January 2018.

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Information on membership categories, benefits, and eligibility can be found on the IACP web site www.theiacp.org/membership

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

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

Contact information for all members can be found online in the members-only IACP Membership Directory.

*Associate Members

All other listings are active members.



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*Burnett, Jordan, Student, Western Sydney Univ

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*Davis, Davanda, Police Officer, Royal Bahamas Police Force

*Johnson, Wilton, Police Officer, Royal Bahamas Police Force

*Johnson, Demetrius, Corporal, Royal Bahamas Police Force

*Rahming, Daniel, Police Officer, Royal Bahamas Police Force

*Sands, Jackeria, Police Officer, Royal Bahamas Police Force

*Simmons, Devanio, Police Officer, Royal Bahamas Police Force

*Stubbs, Craig Andrew, Police Officer, Royal Bahamas Police Force

*Sweeting, Antoine, Police Officer, Royal Bahamas Police Force

BARBADOS

St Michael

Walcott, Roderic, Assistant Superintendent, Royal Barbados Police Force

BELGIUM

Brussels

*Jacobs, Eric, Judicial Director, FJP Brussels

BELIZE

Belmopan

*Shal, Faustino, INL/CARSI Program Specialist, US Dept of State INL

BRAZIL

Curitiba

Correa Dos Santos, Adilson, Lieutenant Colonel, Military Police of Parana

Sao Paulo

de Oliveira, Paulo Sergio, Major, Sao Paulo Military Police of Santana, Jeferson Campos, Major, Sao Paulo Military Police

CANADA

Alberta

Calgary

*Hebert, John, A/Staff Sergeant, Calgary Police Service

British Columbia

Vancouver

Pearson, James, Departmental Sergeant Major, Vancouver Police Dept

Ontario

Hamilton

*Carter, Hannah, Detective Constable, Hamilton Police Service

Orillia

Mackillop, Bryan, Superintendent, Ontario Provincial Police

Toronto

*Claman, Brian, Director National Security & Life Safety Services, GWL Realty Advisors

*Vitorino, Fernando, IT Director, Accident Support Services International Ltd

*Yates, Rick, Vice President, Insurance Programs, Accident Support Services International Ltd

Quebec

Dorval

*Lariviere, Jean-Patrick, President, IFS Securite

ENGLAND

Bedford

Anderson, Charlene-Elise, Sergeant, Metropolitan Police Service

Liverpool

Cooke, Andrew J, Chief Constable, Merseyside Police

Manchester

Hopkins QPM, Ian J, Chief Constable, Greater Manchester Police

FRANCE

Marseille

Roubaud, Philippe, Major, French National Police, Prefecture de Police de Marseille

IRELAND

Dublin

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ITALY

Vicenza

Barbano, Giovanni Pietro, Director, The Center of Excellence for Stability Police Uni

JORDAN

Amman

Odat, Anas, First Lieutenant, Public Security Directorate

KOREA, REPUBLIC OF

Gyeonggi-Do

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*Lee, Ahnse, General Manager R&D Center, Trinus Systems Inc
*Lee, Minwoo, Principle Research Engineer, Trinus Systems Inc
*Mo, Yeoung Yeon, Principle Research Engineer, Trinus Systems Inc

Incheon

Kim, Hyung Yoon, Investigator, South Korea Supreme Prosecutors' Office, Ministry of Justice

LATVIA

Riga

Znotins, Reinis, Lieutenant Colonel, Latvia State Police

MALTA

Floriana

Zammit, Omar, Inspector, Malta Police

MOLDOVA, REPUBLIC OF

Chisinau

*Boroda, Sergiu, Head of Police Inspectorate Anenii Noi
*Iurii, Briceag, Head of Police Inspectorate Cahul

NIGERIA

Abeokuta

Adeola, Lamina Tolani, Superintendent of Police, Nigeria Police Force
Daramola, Adedeji Samuel, Assistant Superintendent of Police, Nigeria Police Force
Ijachi, Samuel, Superintendent of Police, Nigeria Police Force
*Omotara, Bukola Tomilola, Nursing Officer, Local Govt Service Commission
*Omotara, Olaniyi Ibukun, Higher Executive Officer, Local Govt Service Commission

Abuja

Abubakar, Idris Abdullahi, Superintendent of Police, Nigeria Police Force
*Ajikobi, Aliyu Oba, Dept of Finance & Administration, Nigeria Police Force
Audu, Abel A, Assistant Commissioner of Police, Nigeria Police Force
Benyeogor, Festus Sunday, Superintendent of Police, Nigeria Police Force
Igiebor, Wilfred Amadin, Deputy Superintendent of Police, Nigeria Police Force
Jibrin, Ibrahim, Chief Superintendent of Police, Nigeria Police Force
Lawal, Adeshina Bamidele, Chief Superintendent of Police, Nigeria Police Force
Maidama, Chika Abubakar, Commissioner of Police, Nigeria Police Force
Mbah, Frankline E, Assistant Superintendent of Police, Nigeria Police Force
Shehu, Muhammad Salisu, Superintendent of Police, Nigeria Police Force

Agege

*Akinloye, Olamide Amore, Attorney, Ministry of Justice
Ogunwosi, Olawole Alabi, Assistant Superintendent of Police, Nigeria Police Force

Ashba

Okungbowa, Patricial Solomon, Assistant Superintendent of Police, Nigeria Police Force

Ikeja

Abiodun, Ohiolebo, Assistant Superintendent of Police, Nigeria Police Force
Akinbiyi, Akeem, Assistant Superintendent of Police, Nigeria Police Force

Awopetu, Samuel Adegboyega, Chief Superintendent of Police, Nigeria Police Force
*Onwuude, Anthony Brod, Senior Inspector of Immigration, Nigeria Immigration Service

Ikoyi

Ajunwa, Ijeoma Constance, Deputy Detective Superintendent of Police, Economic & Financial Crimes Commission
Lawal, Audu, Assistant Superintendent of Police, Nigeria Police Force

Katsina

Ahmadu, Lawal, Superintendent of Police, Nigeria Police Force

Lagos

*Eboka, Deborah, Police Officer, Nigeria Police Force
Magu, Bashir, Assistant Superintendent of Police
Obong, John Okon, Chief Superintendent of Police, Nigeria Police Force
*Olayori, Akeju Toheeb, Police Officer, Nigeria Police Force

Obalande

*Oriyomi, Folorunso Alabi, Inspector of Police, Nigeria Police Force

Ogba

*Yetunde, Adebajo Adebola, Sergeant, Nigeria Police Force

Port Harcourt

Dalijan, Mohammed Shehu, Assistant Commissioner of Police, Nigeria Police Force
Nura, Sani, Deputy Superintendent of Police, Nigeria Police Force
Shadare, Edwards, Superintendent of Police, Nigeria Police Force
*Suku, Augusta Williams, Inspector of Police, Nigeria Police Force
*Suku, Ibiba Gladstone, Police Officer, Nigeria Police Force
Yusufu, Ado Aminu, Superintendent of Police, Nigeria Police Force

Shomolu

*Oduyemi, Adedayo, Student, National Open Univ

Yola

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PANAMA

Panama City

Escobar Jaramillo, Jorge Luis, Comisionado, Policia Nacional de Panama

PHILIPPINES

Manila

Pascual, Auralyn, Chief/Attorney, National Bureau of Investigations

Paranaque City

*Mamigo, Jonie, Police Training Instructor, Philippine National Police

TAIWAN

Taipei

Chang, Cheng-Chieh, Deputy Squadron Chief, National Police Agency
Chen, Fu-Jung, Associate Director General, National Police Agency
*Lin, Ching-Yi, Officer, National Police Agency

TRINIDAD AND TOBAGO

Port of Spain

Mohammed, Nazir W, Superintendent, Trinidad & Tobago Police Service

UNITED ARAB EMIRATES

Abu Dhabi

Al Dhaheri, Saoud, First Lieutenant, State Security Dept
Ghufli, Ali, Colonel, Ministry of Interior

UNITED STATES

Alabama

Columbiana

Hammac, Clay, Lieutenant, Shelby Co Sheriff's Office

Florence

Gillian, Kevin L, Chief of Police, Univ of North Alabama

Moundville

Toxey, DeWayne P, Assistant Chief of Police, Moundville Police Dept

New Brockton

Hines, Michael, Captain, Coffee Co Sheriff's Office

Ohatchee

Oden, Jason, Chief of Police, Ohatchee Police Dept

Satsuma

Stringer, Shane, Chief of Police, Satsuma Police Dept

Vestavia Hills

Evans, Johnny, Lieutenant, Vestavia Hills Police Dept

Alaska

Anchorage

Carson, Jack, Lieutenant, Anchorage Police Dept
Roberts, Rick, Lieutenant/Deputy Commander, Alaska State Troopers

Arizona

Bisbee

Farris, Sam, Commander, Cochise Co Sheriff's Dept

Casa Grande

Qualia, Carmen, Deputy Patrol Agent in Charge, US Border Patrol/DHS

Glendale

Brandt, Colby, Commander, Glendale Police Dept

Kingman

McKie, Dean, Chief Deputy, Mohave Co Sheriff's Office

Phoenix

*Vermeer, Brent, Adjunct Faculty, Phoenix College
Walls, Bruce, Commander, Maricopa Co Attorney's Office

Saint Johns

Spivey, Lance, Chief of Police, Saint Johns Police Dept

Arkansas

Flippin

Campfield, Henry, Chief of Police, Flippin Police Dept

Little Rock

Smith, Johnny, Assistant Chief of Police, Univ of Arkansas

Morrilton

Anderson, Trenton, Assistant Chief of Police, Morrilton Police Dept

Armed Forces Europe, Middle East

APO

Breithaupt, Andrew B, Director/Advisor, US Customs & Border Protection
Stewart, David, NCOIC Training, 569 US Forces Police Squadron

California

Bakersfield

Counts, Christopher, Chief of Police, Bakersfield College

Beale AFB

Barton, Ryan, Major, USAF Security Forces

Burbank

Albanese, Michael A, Deputy Chief of Police, Burbank Police Dept

Capitola

*Gonzalez, Mark, Sergeant, Capitola Police Dept

Carlsbad

Lehan, Kevin, Lieutenant, Carlsbad Police Dept

Fontana

Boatwright, Horace, Captain, San Bernardino Co Sheriff's Dept

Hayward

Deplitch, William, Lieutenant, Hayward Police Dept

Los Angeles

Carmona, Stephen, Captain, Los Angeles Police Dept

*Collas, Nora, Special Agent, FBI

*Curry, Rosalind, Police Officer, Los Angeles Police Dept

*Hale, Stephen, Special Agent, FBI

*Judson, Paul, CSO, Secure Data

Kilgore, Kevin, Lieutenant, Univ of California-Los Angeles Police Dept

Nordquist, Tim, Captain, Los Angeles Police Dept

Modesto

*Hannula, Jennifer, Sergeant, Stanislaus Co Sheriff's Dept

Montebello

Dinh, Linh, Chief of Police, Montebello Unified School District Police Dept

Norwalk

*Paul, Samuel, Deputy Sheriff, Los Angeles Co Sheriff's Dept

Novato

Howard, Michael, Lieutenant, Novato Police Dept

Oakland

Cunningham, Oliver, Deputy Chief of Police, Oakland Police Dept

Madigan, Thomas, Commander, Alameda Co Sheriff's Office

Pittsburg

Albanese, Steve, Captain, Pittsburg Police Dept

Wentz, Patrick, Captain, Pittsburg Police Dept

Redondo Beach

Hoffman, Joe, Captain, Redondo Beach Police Dept

Naylor, Jon, Captain, Redondo Beach Police Dept

Sacramento

Chan, Rudy, Lieutenant, Sacramento Police Dept

Lewis, Chad, Lieutenant, Sacramento Co Sheriff's Dept

*Savage, John, Sergeant, California Exposition & State Fair Police Dept

San Diego

Mokuau, William A, Deputy Chief of Police, US Marine Corps

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San Francisco

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San Jose

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San Pedro

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Santa Ana

Van Patten, James, Lieutenant, Orange Co Sheriff's Dept

Santa Clara

Cummins, Todd, Lieutenant, Santa Clara Police Dept

Santee

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Temple City

McNeal, Thomas, Lieutenant, Los Angeles Co Sheriff's Dept

Torrance

Titiriga, James, Lieutenant, Torrance Police Dept

Tracy

Mejia, Luis, Captain, Tracy Police Dept

Sheneman, Tony, Lieutenant, Tracy Police Dept

Vallejo

Beauchamp, Ezery, Captain, California Hwy Patrol

Walnut Creek

*Davis, Bradford, President, Forensic Logic

Hill, William Jay, Captain, Walnut Creek Police Dept

Yosemite National Park

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Yuba City

Tappe, Thomas, Commander, Yuba City Police Dept

Colorado

Boulder

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Denver

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Golden

Engleman, Amy, Master Trooper, Colorado State Patrol

Greeley

Kaneta, Sam, Lieutenant, Weld Co Sheriff's Office

Morrison

Mumma, George, Chief of Police, Morrison Police Dept

Telluride

*Sandoval, Christine, Detective, Telluride Marshal's Dept

Connecticut

Middletown

Thomas, Michael, Captain, Connecticut State Police

West Haven

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Delaware

Dover

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Georgetown

Tyndall, John T, Lieutenant, Georgetown Police Dept

District of Columbia

Washington

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Schneider, Kimberly, Captain, US Capitol Police

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Florida

Fort Myers

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Green Cove Springs

Cross, Gary, Chief of Professional Oversight, Clay Co Sheriff's Office

Jacksonville

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Robinson, Daniel E, Chief of Police Ret, Lincoln Twp MI

Miramar

Lewis, James T, Supervisory Special Agent, FBI

Ocala

Pulford, Louis, Captain, Marion Co Sheriff's Office

Orlando

Brown, Nancy J, Chief Deputy Operational Services, Orange Co Sheriff's Office

Schad, Daniel M, Captain, Orlando Police Dept

Palm Beach Gardens

Rogers, Paul, Major, Palm Beach Gardens Police Dept

Panama City Beach

Clarkson, Robert, Captain, Panama City Beach Police Dept

Pinecrest

Bridges, James, Lieutenant, Pinecrest Police Dept

Plantation

*Arias, Juan, Executive Director, Sheriff's Foundation of Broward Co Inc

St Petersburg

MacDonald, Scott, Lieutenant, St Petersburg Police Dept

Sunrise

*Slate, Mike, President, Slate Solutions

Tallahassee

*Rollins, Norman, President, Mannheim Security Solutions

Tampa

Bullara, Robert, Major, Hillsborough Co Sheriff's Office

Mills, Richard, Lieutenant, Tampa Police Dept

Poore, Kristi, Major, Hillsborough Co Sheriff's Office

Venice

Hill, Eric, Lieutenant, Venice Police Dept

Vero Beach

Flowers, Eric, Major, Indian River Co Sheriff's Office

*Lowe, Trent, Account Executive, ANDE

Winter Springs

Deisler, Christopher D, Captain, Winter Springs Police Dept

Georgia

Atlanta

Baldini, Karla, Lieutenant, Atlanta Police Dept

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Browning, Leanne, Captain, Atlanta Police Dept

Bruce, Jessica, Lieutenant, Atlanta Police Dept

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Glazier, Jeff L, Deputy Chief of Police, Atlanta Police Dept

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*Leduc, Allison, Officer, Atlanta Police Dept

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Price, D'Andrea, Lieutenant, Atlanta Police Dept

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Robinson-Bond, Felecia, Major, City of Atlanta Dept of Corrections

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Spann, Prenzina, Lieutenant, Atlanta Police Dept

Stewart, Bobby L, Lieutenant/Investigator, Atlanta Fire Rescue Dept

*Trammell, Yvonne, Civilian, Atlanta Police Dept

*Walker, Candace, Director Crime Laboratory, Atlanta Police Dept

*Walker, Tequila, Sergeant, Fulton Co Sheriff's Dept

*Walton, Sarah, Executive Director, Policing Education & Active Civic Engagement Inc

Webster, Andrea, Lieutenant, Atlanta Police Dept

*Webster Jackson, Chanta'l, Civilian, Atlanta Police Dept

*Wessels, Melissa, Sergeant, Atlanta Police Dept

*White, April, Sergeant, Atlanta Police Dept

*Williams, Karmen, Officer, Atlanta Police Dept

Wooley, Pauleen P, Area Supervisor, ATF/Justice

*Wyche, LeeAndrea, Sergeant, Fulton Co Sheriff's Dept

Brunswick

Tindale, Marissa, Captain, Glynn Co Police Dept

Clarksville

*Hall, Kristopher, Corporal/Traffic Unit Supervisor, Habersham Co Sheriff's Office

Cleveland

Williams, Kimberly, Special Agent in Charge, Georgia Bureau of Investigation

Decatur

Berkowitz, Richard, Marshal, Dekalb Co Marshal's Office

Gresham, Lisa, Major, Dekalb Co Marshal's Office

Ross, Jennifer, Lieutenant, Decatur Police Dept

Stringer, Ruth, Captain, Dekalb Co Sheriff's Office

Glynco

Garcia, Donna, Assistant Director, US Customs & Border Protection

*Swoope, Frederick, Law Enforcement Specialist, FLETC/DHS

Jeffersonville

Mitchum, Darren, Sheriff, Twiggs Co Sheriff's Dept

Kingsland

Carson, Stacy, Special Agent in Charge, Georgia Bureau of Investigation

Marietta

Blackmer, Terri, Lieutenant, Cobb Co Police Dept

Marshallville

Ford, Robert, Assistant Chief of Police, Marshallville Police Dept

Martinez

*Padgett, John, CEO, Psychosocial Dynamics LLC

Ringgold

Sullivan, Jason, Lieutenant, Catoosa Co Sheriff's Office

Tucker

*Biggs, Katina, Sergeant, Dekalb Co Police Dept

*Ferna, Louella Teresa, Sergeant/Admin to Assistant Chief, Dekalb Co Police Dept

Rutland, Nicole, Major, Dekalb Co Police Dept

Valdosta

Manahan, Leslie D, Commander Bureau of Investigations, Valdosta Police Dept

Hawaii

Lihue

Green, Roderick, Lieutenant, Kauai Police Dept

Wailuku

*Kibby, Emily, Sergeant, Maui Police Dept

Winfrey, Jamie, Lieutenant, Maui Police Dept

Idaho

Idaho Falls

Davis, Steve, Captain, Idaho State Police

Illinois

Chicago

Huertas, Jason, Lieutenant, Univ of Illinois Chicago Police Dept

Joyce, Sean, Captain, Chicago Police Dept

*Lewis, A D Sean, Director of Public Safety, Civilian Office of Police Accountability

Downers Grove

Silk, Erin, Resident Agent in Charge, ATF/Justice

Elk Grove Village

Walsh, Charles, Chief of Police, Elk Grove Village Police Dept

Jacksonville

Walker, Sean, Lieutenant, Jacksonville Police Dept

Maywood

Tabb, Terrence, Commander, Cook Co Sheriff's Police Dept

Melrose Park

Rodriguez, Raul, Lieutenant, Melrose Park Police Dept

Murphysboro

Roberts, Chad, Chief of Police, Murphysboro Police Dept

North Aurora

DeLeo, Joseph D, Deputy Chief of Police, North Aurora Police Dept

O'Fallon

Andrews, Kerry, Lieutenant, O'Fallon Police Dept

Cavins, James F, Captain/Operations Commander, O'Fallon Police Dept

Polo

Cavanaugh, Kurt, Chief of Police, Polo Police Dept

Rockford

*Statler, Katy, Patrol Officer, Rockford Police Dept

*Tillmon-Listhrop, Courtney, Patrol Officer, Rockford Police Dept

Vernon Hills

Zimmerman, Patrick R, Deputy Chief of Police, Vernon Hills Police Dept

Waukegan

Guzman, Gabriel A, Deputy Chief of Police, Waukegan Police Dept

Patt, Jason R, Chief, Lake Co Coroner's Office

Woodstock

Parsons, Jeffrey, Deputy Chief of Police, Woodstock Police Dept

Indiana

Indianapolis

*Bojrab, Cicely, Trooper, Indiana State Police

Crawford, Nicole, Lieutenant, Indiana State Police

Elam, Donna, Lieutenant, Indiana State Police

*Imel, Megan, Officer, Indiana State Police

*Schnell, Juli, Sergeant, Indiana State Police

South Bend

*Hanley, Meredith, Sergeant, South Bend Police Dept

Iowa

Camanche

Reid, Colin, Chief of Police, Camanche Police Dept

Centerville

Moore, Michael, Assistant Chief of Police, Centerville Police Dept

Iowa City

Beckner, Scott, Asst Vice President/Director of Public Safety, Univ of Iowa

Diersen, Zach, Lieutenant, Iowa City Police Dept

North Liberty

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University Heights

Lyon, Kristofer, Chief of Police, University Heights Police Dept

West Des Moines

Scott, Chris, Chief of Police, West Des Moines Police Dept

Kansas

Andover

Buchanan, Buck, Lieutenant, Andover Police Dept

Cherryvale

Holt, Jimmy, Deputy Chief of Police, Cherryvale Police Dept

Kentucky

Covington

Valenti, Brian, Captain, Covington Police Dept

Fort Knox

Champagne, Danielle, Captain, US Army

Hazard

Sandlin, Jennifer, Captain/Post 13 Commander, Kentucky State Police

Louisiana

Jennings

Ivey, Chris, Chief Deputy, Jefferson Davis Parish Sheriff's Office

Metairie

McCrary, William, Assistant Special Agent in Charge, ATF/Justice

Wiles, Craig M, Associate Special Agent in Charge, Drug Enforcement Administration

Shreveport

Meza, Theresa, Senior Special Agent, ATF/Justice

Maine

Rockland

Carroll, Tim, Chief Deputy, Knox Co Sheriff's Office

Maryland

Capitol Heights

*Dixon, Tony, President Washington DC Chapter, NOBLE

Crownsville

*Stargel, Scott, Director of Public Safety Strategies, Governor's Office of Crime Control & Prevention

Ellicott City

Francis, David, Lieutenant, Howard Co Police Dept

Gaithersburg

*Charles, Robert, President, The Charles Group LLC
Hamill, Russ, Assistant Chief of Police, Montgomery Co Police Dept

Hagerstown

Robison, James, Lieutenant, Hagerstown Police Dept

Millersville

*Zimmer, Jonathan W, Sergeant, Anne Arundel Co Police Dept

Palmer Park

Lightner, Curtis Todd, Captain, Prince George's Co Police Dept

Rockville

*Shaner, Josh, Pre Sales Engineer, Westbridge Technologies

Salisbury

Kaiser, Rich, Captain, Salisbury Police Dept

Sykesville

*Morris, Christopher, Sergeant, Maryland Natural Resources Police

Takoma Park

*Plevy, Catherine, Public Information Officer, Takoma Park Police Dept

Towson

Reitz, Ernest, Legal Director, Baltimore Co Police Dept

Massachusetts

Boston

Juliano, George, Lieutenant Detective, Boston Police Dept
Pillai, Bryan, Major, 211th Military Police Battalion
Shaw, David, Captain, Federal Reserve Police

Charlestown

Barrows, Robert A, Chief of Police, Bunker Hill Community College Police Dept

Chelsea

*Medina, Rosalba, Detective, Chelsea Police Dept

Gill

Redmond, Christopher, Chief of Police, Gill Police Dept

Salem

*Durand, Jill, Licensed Psychologist, Psychological Consulting Services LLC

Springfield

Daniel, Rupert, Captain, Springfield Police Dept

Wenham

DiNapoli, Kevin J, Captain, Wenham Police Dept

Wilmington

*Lubas, Sharyn, Executive Director, Northeastern Massachusetts Law Enforcement Council

Woburn

Rufo, Robert, Captain, Woburn Police Dept

Worcester

*Hunt, Travis, Police Officer, College of the Holy Cross

Michigan

Ann Arbor

Bryant, Akin, Executive Lieutenant, Univ of Michigan Dept of Public Safety

Dearborn Heights

Meyers, Mark, Lieutenant, Dearborn Heights Police Dept

Detroit

Leach, Timothy L, Commander, Detroit Police Dept

Dimondale

Caldwell, Kevin, First Lieutenant, Michigan State Police

Grand Rapids

Kelley, Kevin J, Chief Deputy, Kent Co Sheriff's Office

Harper Woods

Stager, Ted, Deputy Chief of Police, Harper Woods Police Dept

Hazel Park

Buchholz, Brian, Chief of Police, Hazel Park Police Dept

Jonesville

Lance, Michael, Chief of Police, Jonesville Police Dept

Lansing

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Livonia

Busch, Julie A, Detective Lieutenant, Michigan State Police

Mount Clemens

Kennedy, David, Captain, Macomb Co Sheriff's Office

Novi

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Oak Park

Kretzschmar, Samantha, Lieutenant, Oak Park Dept of Public Safety

Minnesota

Albert Lea

Carlson, James D, Lieutenant, Albert Lea Police Dept

Little Falls

Schirmers, Greg, Chief of Police, Little Falls Police Dept

Minneapolis

*Bell, Michael, Student, Walden Univ

Preston

Kaase, Thomas, Sheriff, Fillmore Co Sheriff's Office

Rochester

Sherwin, John D, Captain, Rochester Police Dept

Mississippi

Columbus

Shelton, Frederick C, Assistant Chief of Police, Columbus Police Dept

Diberville

Griffin, Paul, Captain, D'Iberville Police Dept

Gulfport

Brown, Ken W, Commander of Operations, Gulfport Police Dept

Garriga, Klain W, Commander, Gulfport Police Dept

Long Beach

Carver, Bruce G, Assistant Chief of Police, Long Beach Police Dept

Oxford

Sessums, Hildon, Captain, Oxford Police Dept

Vicksburg

Stewart, Robert L, Deputy Chief of Police, Vicksburg Police Dept

Missouri

Centerville

Munsterman, Scott, Sheriff, Johnson Co Sheriff's Office

Florissant

Godfrey, Vince F, Captain, Florissant Police Dept

Fort Leonard Wood

*Person, Jennifer, Basic Military Police Instructor, HHC 14th Military Police Brigade

*Streichert, Loretta, Staff Sergeant, HHC 14th Military Police Brigade

Moline Acres

Moore, Gregory D, Chief of Police/Colonel, Moline Acres Police Dept

Saint Louis

Coonce, Angela, Captain, St Louis Metropolitan Police Dept
Hayden, John, Major, St Louis Metropolitan Police Dept

Springfield

*Padgett, Danett L, Assistant City Attorney, City of Springfield

Montana

Great Falls

Black, Brian, Lieutenant, Great Falls Police Dept

Havre

Flanagan, Blanca, Patrol Agent in Charge, US Border Patrol/DHS

McGoffin, Perla, Patrol Agent in Charge, US Border Patrol/DHS

Nebraska

Ralston

Hanson, Bryan, Deputy Chief of Police, Ralston Police Dept

Scottsbluff

Wasson, Brian E, Captain, Scottsbluff Police Dept

Nevada

Las Vegas

Little, Chris, Captain, Las Vegas Metropolitan Police Dept

Reno

Donohoe, Tim, Lieutenant, Reno Police Dept

New Hampshire

Concord

Thomas, John, Lieutenant, Concord Police Dept

Manchester

*Hileman, Dane, President, Maverick Photonics LLC

Ossipee

Richardi, Domenic M, Sheriff, Carroll Co Sheriff's Office

New Jersey

Blackwood

McKendry, Brian, Captain, Gloucester Twp Police Dept

Bridgeton

Necelis, Richard E, Chief of Investigators, Cumberland Co Prosecutor's Office

Dover

Smith, Anthony, Deputy Chief of Police, Dover Police Dept

Fanwood

*Kranz, Daniel, Patrolman, Fanwood Police Dept

Florence

Boldizar, Brian A, Acting Chief of Police, Florence Twp Police Dept

Florham Park

Orlando, Joseph J, Acting Chief of Police, Florham Park Police Dept

Linden

Babulski, Michael, Lieutenant, Linden Police Dept

Long Branch

*Attardi, Francesca, Publisher, JSN

Mount Holly

Abadia, Jayson, Captain, Burlington Co Prosecutor's Office

Mount Laurel

*Baruch, Marcia, Psychologist, Comprehensive Psychological & Forensic Services

Newark

Caraballo, Israel, Deputy Chief of Police, Newark Police Dept

*Elavia, Kurus, Chief Executive Officer, Gateway Group One Lopez, Euclides, Lieutenant, Newark Police Dept

North Brunswick

Hoiberg, Brian, Captain, North Brunswick Police Dept

Ocean City

Trostle, Brian, Lieutenant, Ocean City Police Dept

Orange

Vitiello, Vincent L, Captain/Commanding Officer/CLEO, Orange Police Dept

*Warren, Todd R, Police Director, Orange Police Dept

Paramus

LaGrone, David, Captain, Paramus Police Dept

Point Pleasant Beach

Michigan, Joseph, Chief of Police, Point Pleasant Beach Police Dept

Rahway

Rodger, Dawn, Captain, Rahway Police Dept

Trenton

Smith, Michael L, Director of Narcotics, Mercer Co Sheriff's Office

Voorhees

Herrington, April L, Captain, Voorhees Twp Police Dept

West Orange

Brennan, Timothy P, Captain, West Orange Police Dept

West Trenton

Hengemuhle, Jeanne, Captain, New Jersey State Police Powers, Denman, Captain, New Jersey State Police

Westfield

Battiloro, Christopher, Captain, Westfield Police Dept

Woodland Park

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New Mexico

Taos

Martinez, Edwardo C, Lieutenant, New Mexico State Police

New York

Albany

Clancy, Jack, Lieutenant, New York State Police

Galvin, Dawn, Lieutenant, New York Dept of Environmental Conservation Police

Haag, E M, Lieutenant, New York Dept of Environmental Conservation Police

Przyklek, Karen, Lieutenant, New York Dept of Environmental Conservation Police

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Bath

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Binghamton

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Bronx

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Buffalo

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Castleton

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Champlain

Jarus, Joni, Chief Officer, US Customs & Border Protection

Cobleskill

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Dobbs Ferry

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Harrison

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*Cepican, Ryan, Patrol Specialist, Wauwatosa Police Dept

The IACP notes the passing of the following association member with deepest regret and extends its sympathy to his family and coworkers left to carry on without him.

Irving B. Guller, Professor Emeritus, John Jay College of Criminal Justice; CEO, The Institute for Forensic Psychology, Oakland, New Jersey



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Product update

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



Semi-rugged laptop upgrades

GammaTech Computer Corporation announces upgrades to its DURABOOK SA14, which now features enhanced performance driven by Intel 7th generation Core processors, updated graphics capabilities, and improved battery life. The DURABOOK SA14 R3 features an optional sunlight-readable HD (1366 x 768) LCD with optional resistive touchscreen, a stealth mode with optional night-vision setting, a quick release 500GB-1TB HDD or 128GB-1TB SSD, 8GB-32GB DDR4 RAM, and a 2.0-megapixel webcam. The device also includes Intel Dual Band Wireless AC8260 (a/b/g/n/ac), Bluetooth 4.2, Gobi 5000 LTE, a GPS module with built-in antenna, Intel vPro, Smart Card Reader, TPM2.0, fingerprint scanner, and three-year warranty.

For more information, visit www.gammathechUSA.com.

Emergency notification system

Airbus DS Communications has expanded the capabilities of its VESTA Communicator emergency notification solution. The new functionality offers users the ability to alert people through many new means. Plus, additional features have been added, such as custom user roles, increased system security and enhanced employee accountability. Users can contact individuals and teams by phone, text, email, and social media. They can also trigger alerts to fixed devices, including networked computer desktops via the Alertus Desktop Notification, Alertus Alert Beacons, Alertus mobile apps, fire control panels, digital signage, cable TV override, text-to-speech self-amplified speakers, and high-power speaker arrays.

For more information, visit www.airbus-dscomm.com.

Video solutions now chipset compatible

Arteco, is proud to announce that its Video Event Management and Video Intelligence Solutions are now compatible with the new Hanwha Techwin Wisenet 5 chipset. This combination will allow organizations to gain new levels of insight through the automation of video monitoring processes to strengthen security, enhance loss and fraud reduction, boost awareness, and optimize operations. The new application allows detection of license plates at speeds of up to 80 mph. It can also host a license plate list, allowing the camera to become a standalone device to manage devices such as barriers or gates.

For more information, visit www.arteco-global.com/en/video-security.

Full-size fire simulation training screen

Meggitt Training Systems offers a full-size live-fire screen that enables simulation training on a firing range. The full-size live-fire screen allows users to train within a shooting range using live ammunition while scenarios are displayed on the screen. It includes a natural rubber screen directly integrated with the FATS 100LE virtual system. Optical measurement of the bullet in flight determines hit positioning. All electronic equipment, including projection, is located above the top of the screen and is typically installed to the ceiling behind an existing range baffle, eliminating the need for heavy and bulky steel frames. The easy-to-install, self-healing screen can be used with various types of weapons ranging from revolvers to submachine guns and is designed to withstand up to 50,000 rounds over the surface.

For more information, visit <https://meggitttrainingsystems.com/simulation-training/live-fire-simulation/fats-live-fire-screen>.



Advanced communication headsets

Safariland proudly introduces the Liberator IV and Liberator V advanced single and dual communications headsets. Driven by original TCI technology and design known for high-end tactical communications, they have several industry-first features and provide the ability to easily customize audio profiles. The headsets incorporate ANR advanced sound localization for maximum situational awareness and threat detection. They run on either two AAA or one CR123 battery and utilize an updatable software using near field communications (NFC) technology. These headsets have electronic noise compression, active noise cancellation, easily adjustable modular suspension, and are offered in three colors.

For more information, visit www.safariland.com.

Fog treatment for lenses

Fog Zero introduces its cleaning product designed to treat glass and plastic lens surfaces. Fog Zero can treat and clean and still show results for days after the initial treatment. The Fog Zero Fog Elimination Lens Cleaning Kits contain everything needed to provide incredible, lasting results on all glass and plastic lens surfaces. An all-in-one product, it is a quick and effective treatment. Fog Zero is an easy-to-use, incredibly versatile product that can be used with many different lens types. Fog Zero can help keep the lens of eyeglasses, scopes, binoculars, or visors free of fog.

For more information, visit www.fogzero.net.

Forensic information database expansion

MSAB announced the expansion of its Mobile Forensic Ecosystem solution. New products and enhancements give law enforcement capabilities to extract and analyze data from mobile devices; transmit data to labs for analysis; check phone data for matches with criminal or terror watch lists; and assist investigators focusing on crimes against children. Networking forensic tools and adding additional capabilities enable police investigators and analysts to achieve data and evidence mobility, advanced watch listing, image recognition, interoperability with Project VIC, and advanced hex carving and reconstruction. These capabilities are available in XEC Director, MSAB Kiosk 7.5, XAMN Spotlight 3.0, and XAMN Elements.

For more information, visit www.msab.com.



Remote, motorized searchlights

ECCO announces the release of two motorized searchlights that can be installed wirelessly and are available in black or white. The EW3000 Series spotlights offer 350-degree rotation, a 90-degree tilt range, and patent-pending reflective optics. The searchlight's motor and gearing protects the inside light from corrosion, UV, and impact. This powerful light packs 1750 raw lumens and a 2,050-foot beam. Feature-packed EW310 and EW3011 automotive lights are also available. Exclusive design for the EW3010 series includes a "home" setting. The searchlights house 10, five-watt LEDs, offer 360-degree continuous rotation, a 135-degree tilt range, 3,925-foot beam, and an optional in-dash controller.

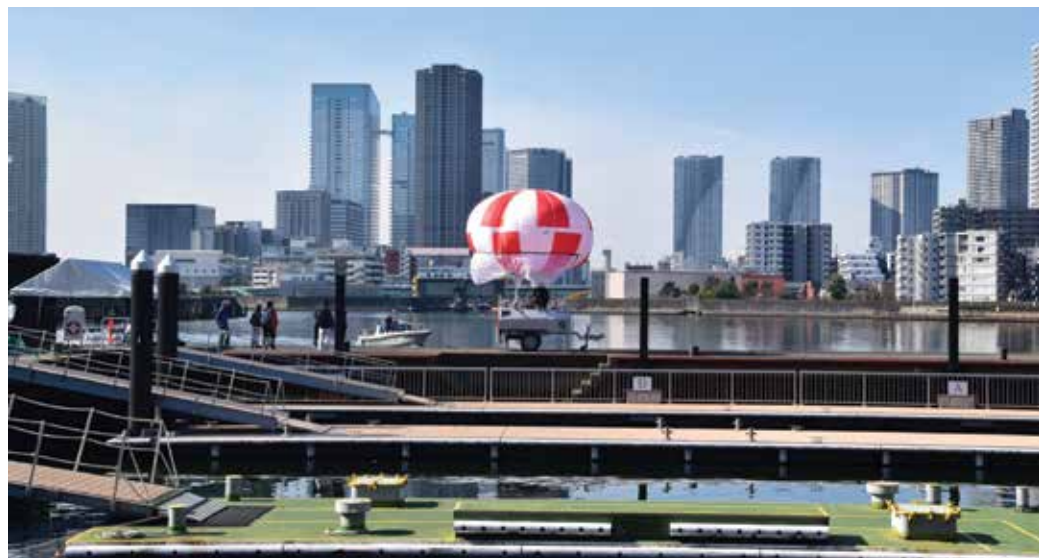
For more information, visit www.eccoescg.com/remotespotlight.

Do you have a product or service that can help law enforcement? Sign up for our annual Buyers' Guide at www.policechiefmagazine.org/buyers.

Public safety surveillance system

RT LTA Systems Ltd. is proud to announce its Skystar 180 aerostat, a small mobile aerostat, designed for tactical mid-range surveillance and public safety, as well as military and police applications. Based on a towable trailer, the system has a stabilized day/night electro-optical payload suspended from a helium-filled aerostat, tethered to a ground system. It operates at wind velocity of up to 40 knots and can lift a payload of up to 20kg, providing surveillance from an altitude of up to 1,000 ft. for up to 72 hours. It only needs a 20-minute helium refill and two people for maintenance.

For more information, visit www.rt.co.il.



Evaluating Use-of-Force Training Systems

By Levi Bolton, PhD, Executive Director (Ret.), Arizona Police Association

An integral part of law enforcement training includes use-of-force simulators that enable officers to experience crisis situations and learn tactical strategies for responding to them. The theory behind this method of training is that if officers or trainees can work through split-second force decisions under stress in the simulator, then they will be better prepared for real-world crises and the outcomes will be better for all involved.

There are many different training simulators, however, from single-screen devices to multi-screen systems, from paintball-based systems to CO₂-enabled systems, and from those that use professionally filmed scenes directed by content using professionally trained actors, cutting-edge special effects, and content produced by full-time subject matter experts to those that use computer-generated graphics.

It's not simple for police leaders to discern the best option for their officers, and much of the evaluation process depends on the specific requirements of the police department that is looking to acquire the training system.

Evaluations of the latest use-of-force training systems must start with how they can best help officers improve their skills in situational awareness, weapons training, and real-time judgment in a wide variety of possible scenarios.

Today, many use-of-force training simulators feature multiple screens that surround training officers with authentic simulations that allow them to become realistically immersed in the crime incident scenarios that unfold around them. By being able to view suspects and incident scenes all around them in real time, officers training inside these systems gain more realistic and multisensory experiences. Such systems are a huge advancement from the antiquated, first-generation, single-screen systems still being used today by many police departments.

Law enforcement leaders should look for the following features when selecting a new use-of-force training system:

- Scenarios should focus on specific training objectives with multiple possible outcomes, which give trainees opportunities to engage and use their various skills to meet those training objectives. To be most effective, scenarios should be able to quickly take different directions in the unfolding event and offer a wide range of possible outcomes depending on the trainee's behavior, experience, and decision-making.
- Systems should feature judgmental use-of-force scenarios that include making split-second decisions based on threat cues, slight nuances, and quick movements under stressful circumstances. The ability to "read" the faces and body language of individuals and have them move naturally (such as pulling a weapon from a pocket) is critical for realistic training. Trainees also must feel they are dealing with real humans.
- Scenarios should include actions happening across multiple screens concurrently, which allows officers to process multiple events at once.
- Systems should recognize potential threats from a suspect and communicate sounds during an incident, including the distractions of barking dogs, yelling from nearby residents, screaming by victims, a helicopter hovering above, and so forth.

- Capabilities that communicate a sense of stress or pain to the officer in training, such as an electrical impulse or pain device that gets a trainee's adrenaline and pulse going, for realism can be beneficial.
- Systems with advanced features, such as the realistic cries of a shooting victim in a hostage situation who yells to the officer that the suspects who shot him are still in the building, raise the awareness and realism of the experience for the trainee.
- Systems should allow for the use of inexpensive "shooting" methods, such as CO₂ gas-operated weapons, rather than expensive live ammunition at target ranges or less-realistic paint marker training systems. By using CO₂ for the simulated recoil of real weapons, police departments can save many thousands of dollars over live ammo training at firing ranges, enabling them to train many more officers with the technology, which further benefits communities.
- Systems should use real firearms that are specially modified to shoot using CO₂, allowing trainees to handle weapons that simulate police-issued weapons for proper weight, feel, and performance to ensure accurate training.
- Extra capabilities such as the inclusion of less-lethal weapons for training simulations, including pepper spray, TASER devices, and other less-lethal means to disable an attacker in a dangerous situation allow officers to expand their training and to practice appropriate reactions in a wide variety of crime scenarios.

For law enforcement, selecting the right use-of-force training system is an important task. The life-or-death situations faced by officers when doing their jobs is hard to fathom for most people.

Nobody wins when police officers must use deadly force to take a human life during the performance of their duties in their communities. However, sometimes it is the only option. And those critical situations demand well-trained officers prepared to make split-second decisions under stress. To ensure that is the case, officers and police departments must have the right training tools. Providing the best, most accurate training simulators is something agencies and technology providers can do to protect the public and the officers as they do their jobs. ♦

Dr. Levi Bolton is a former executive director of the Arizona Police Association and a veteran of the Phoenix Police Department, from which he retired after 32 years of service. During his career with the department, he served in a variety of areas, including patrol, training, crime prevention, crime analysis, community action, property crimes, neighborhood response, and tactical response, as well as working in the law specialist unit. He is certified as a general instructor with the Arizona Peace Officer Standards and Training Board and holds bachelor's and master's degrees, as well as a doctorate, in criminal justice. Contact Dr. Bolton at bolton@azplea.com.

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The Importance of Occupant Protection

By Matthew Myers, Lieutenant, and Brad Williams, Lieutenant, Peachtree City, Georgia, Police Department

According to the National Highway Traffic Safety Administration (NHTSA), in 2015, seat belt use in passenger vehicles saved an estimated 13,941 lives in the United States. Over the last two decades, great strides have been made to increase belt usage through legislation, education, and enforcement, and, as a result, the U.S. seat belt usage rate has now risen to 90.1 percent—however, nearly 27.5 million people still don't buckle up.¹ Data from NHTSA show that “nearly half (48%) of the 22,441 occupants killed in crashes in 2015 were unbuckled.”²

Seat Belt Laws Across the United States

Every U.S. state has some form of a seat belt law in place; however, the laws vary greatly. According to the Governors Highway Safety Association, as of 2017,

- Primary seat belt laws for adult front seat occupants exist in 34 states, while 15 states have secondary laws for adult front seat occupants.
- Only one state (New Hampshire) has no primary or secondary seat belt law for adults.
- Seat belt use in rear seats are included in primary enforcement in 18 states, and 10 states include seat belt use in rear seats as secondary enforcement.³

According to NHTSA seat belt usage statistics from 2016, jurisdictions with stronger seat belt enforcement laws continue to exhibit generally higher use rates than those states and territories with weaker laws.⁴

Occupant Protection Model Program Overview

Traffic safety—which includes occupant protection—should be a top priority for any law enforcement agency that is tasked with providing traffic enforcement on the roadways of their jurisdiction, as this is a critical component of protecting our communities and ensuring a high quality of life for residents. Agencies should approach occupant protection in their jurisdictions from four angles: policy, training, public information and education, and enforcement.

Policy

Each agency should clearly include occupant protection as a priority in their policies, procedures, or general orders. The officers should understand that not using a seat belt is a traffic violation that will be strictly enforced to the extent allowed by law and that this violation is a leading contributor to highway fatalities.

Agency policy should also require all officers, ride-along passengers, and transported prisoners to wear seat belts while in department vehicles with extremely limited (or no) exceptions. Managers should reinforce that the majority of line-of-duty officer deaths each year are typically traffic related, and the FBI's annual report of law enforcement fatalities indicates that the majority of officers killed in traffic crashes are not wearing seat belts.⁵ In addition to officer safety concerns, officers who are not wearing their own seat belts are less inclined to take enforcement action for occupant protection violations and are not modeling correct, safe behaviors for community members.

Agencies should approach occupant protection in their jurisdictions from four angles: policy, training, public information and education, and enforcement.

Training

While most adult seat belt statutes are relatively straightforward, the details of child passenger laws can be quite complex. Furthermore, the retrospective determination of seat belt use by occupants involved in a collision is more technical than most officers realize.

It is recommended that officers receive some form of training covering the occupant protection laws of their state annually. Officers assigned to respond to or investigate traffic crashes should also receive training on identifying seat belt use during examination of the vehicles involved in collisions.

Child Passenger Safety Technician training for some or all officers is also highly recommended. This certification is usually earned through a three- to five-day course and requires ongoing education to maintain the certification. Agencies should strive to always have a Child Passenger Safety Technician available to the public during daytime hours. Personnel resources for this effort can be multiplied by partnering with the local fire or emergency medical services agency, as many of them will offer members of their staff the opportunity for certification, as well. This type of training not only improves officers' qualifications and understanding of child passenger safety, but it also demonstrates the agency's commitment to safety to its community.

Public Information and Education

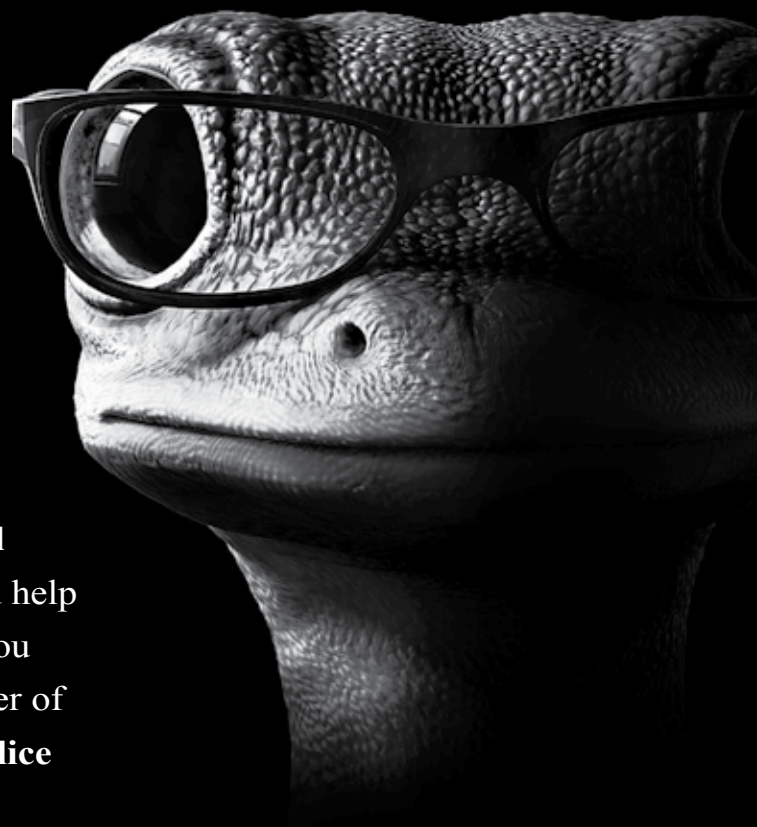
The key to effective public education is finding the best avenue for the agency to reach the largest number of people in the at-risk population. There are several resources available online that provide quality content that can be shared regarding occupant protection, including www.trafficsafetymarketing.gov, which provides free tool kits for many traffic safety topics.

Social media has become a key tool for agencies seeking to share educational messages with their community members, but occupant protection public education should also be incorporated in other public information outlets, such as public speaking events, city or department update emails, news releases, and the city or agency website. Variable message trailers are also a good tool to target roadside education in problem areas. Occupant protection messages should correspond with U.S.-wide campaign movements such as Click It or Ticket, but these efforts should not be limited to those times of year. Many states and areas have access to additional tools, such as rollover simulators, which can be used during events such as high school football games, National Night Out, fairs, or other jurisdiction-specific events to increase awareness.

As previously mentioned, each agency should strive to have certified Child Passenger Safety Technicians. The availability of these should be advertised to the community with instructions on how to set up appointments or when residents can get their seats checked. In addition, it is recommended that agencies facilitate car seat check events in their communities on a regular basis.

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Seat belt usage surveys should be conducted routinely on a monthly or quarterly basis. Survey locations should vary to get a broad survey of usage within the jurisdiction, but follow-up surveys should also be conducted at some point to check progress against previous data from the same locations. These data will help the agency gauge the effectiveness of its efforts and determine where to direct more education and enforcement efforts. Results should be publicly available and shared.

Many jurisdictions have found success installing seat belt use percentage signs along the major thoroughfares of their cities. The signs typically show the prior month's usage results along with the jurisdiction's record rate. This type of public information can serve as a social norming tool—occupants who are not complying with seat belt laws can clearly see the uncommonness of their decision, those complying can be reaffirmed in their decision to continue taking the widely accepted safe course of action, and those who forgot to buckle up might be reminded to do so.

Another program to consider is a "Saved by the Belt Award." In some states, there is an organization that will actually issue the award for the agency once they receive a nomination. The basic premise is that an officer submits a person for this award who was involved in a collision where the use of the seat belt by the occupant is deemed by the collision investigator to have saved the person from serious injury or death. This is an excellent opportunity to encourage positive media coverage and further spread the evidence that seat belt use saves lives.

Enforcement

A robust occupant protection program requires placing a priority on enforcing occupant protection violations. As mentioned earlier, seat belt usage surveys can aid in determining where and when problem areas are located. Most surveys analyze driver belt use, but it is recommended that an agency survey passenger belt use occasionally as well.

Seat belt use during collisions is another key area of data collection and analysis. Most, if not all, state collision reports have a field denoting what

form of restraint each vehicle occupant was utilizing at the time of the collision. Officers completing the reports should be encouraged to thoroughly investigate seat belt usage during collision investigations to improve the quality of data available from these reports.

Unfortunately, many agencies fail to use collision data to their full potential and simply look at high-collision locations and times. Statistical reports or maps can often be generated to highlight the highest locations and times for collisions specifically with unbelted occupants. Enforcement should be directed toward areas where collision trends show that seat belt use needs improvement. If the times of highest risk are at night (as indicated by U.S.-wide statistics), officers should use night seat belt enforcement details to enhance compliance and send the message that officers are on watch for such violations 24 hours a day.

Enforcement efforts should be increased during the annual Click It or Ticket campaigns, as well as any similar state campaigns. Posting enforcement results by officers periodically, particularly during campaign periods, may inspire increased participation from officers who are not prioritizing their efforts in this area as much as others, as might internal awards for occupant protection efforts. Enforcement details should be conducted on a regular basis for occupant restraint violations. These details should include a spotter and at least one vehicle assigned to pull or wave the violators over after the spotter calls them out. Since seat belt compliance percentages are often lower at night, details should be conducted after dark in well-lit areas that provide the correct lighting to observe infractions. Night time details also frequently lead to the discovery of other crimes, such as impaired driving or drug violations, which can further increase the safety of a jurisdiction's roadways.

Evaluation

The overall effectiveness of an agency's occupant protection program should be routinely (monthly or quarterly) evaluated to determine the effectiveness of efforts, and strategies should be updated following each evaluation to increase effectiveness. Each agency is also strongly encouraged to compete in state or national traffic safety challenges—while the highest scoring applications do receive recognition, the main benefit to such competitions is a chance to thoroughly review efforts from the last year, evaluate their effectiveness, and then compare strategies and outcomes against industry best standards and other agencies' successes.

Conclusion

Law enforcement managers can help reduce traffic-related deaths and injuries in their jurisdictions by prioritizing enforcement and education efforts related to occupant protection laws. By integrating the recommendations above, law enforcement agencies can build an occupant protection program that is supported by officers, highly visible to the public, data driven, and based upon widely accepted best practices. ❖

The Peachtree City Police Department is a three-time winner of the IACP National Law Enforcement Challenge Occupant Protection Award.

Notes:

¹National Highway Traffic Safety Administration (NHTSA), "Seat Belts," <https://www.nhtsa.gov/risky-driving/seat-belts>.


²NHTSA, "Buckle Up or Face a Ticket—May 22–June 4," news release, May 16, 2017, <https://www.nhtsa.gov/es/press-releases/us-dot-kicks-click-it-or-ticket>.

³Governors Highway Safety Association, "Seat Belts," <http://www.ghsa.org/state-laws/issues/Seat-Belts>.


⁴NHTSA, *Seat Belt Use in 2016—Use Rates in the States and Territories*, Traffic Safety Facts (Washington, DC: NHTSA, 2017), <https://crashstats.nhtsa.dot.gov/Api/Public/Publication/812417>.

⁵FBI, "FBI Releases 2016 Preliminary Statistics for Law Enforcement Officers Killed in the Line of Duty," news release, May 15, 2017, <https://www.fbi.gov/news/pressrel/press-releases/fbi-releases-2016-preliminary-statistics-for-law-enforcement-officers-killed-in-the-line-of-duty>.


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Framing Law Enforcement's Role in Supporting Positive Justice Change

By Jennifer Styles, Project Manager, and Karen Maline, Project Manager, IACP

Law enforcement leaders are critical stakeholders in their local criminal justice systems and have a powerful voice to contribute to any conversation about criminal justice system reform. As law enforcement agencies continue efforts to improve policies and practices toward building strong, trusting community-police relationships, the IACP is working on projects that support these endeavors at all points within the justice system. IACP's efforts in this area began in 2010, with work highlighting the role of law enforcement in pretrial justice change, and the IACP continues to support pre-arrest diversion and other evidence-based policing efforts that promote public safety, engagement, trust, and legitimacy among law enforcement and the communities they serve.

Identifying Law Enforcement's Role in Pretrial Justice

Over the years, there have been numerous cases of violence and crime committed by high-risk offenders who were released on bond awaiting trial. Among the most notable of these is Maurice Clemmons who, in 2009, killed four police officers in Lakewood, Washington, while out on bond awaiting trial for an officer assault and a juvenile rape.¹ More recently, Kevin Janson Neal, who was released on bond after being arrested for stabbing a neighbor, went on a shooting spree in Rancho Tehama, California, killing five people before he was killed by police.²

The inconsistency of policies and guidelines for pretrial release can create volatile public safety challenges for police and communities. Law enforcement is the first line of defense against crime and criminals and the most public face of the justice system. Yet historically, law enforcement leaders have not actively been engaged in pretrial decisions beyond what happens at an individual's initial arrest. Like community members, officers often express frustration with the revolving door of the justice system, through which potentially dangerous individuals may be promptly released back into the community on bond, while low-level, nonviolent offenders, often with mental health and addiction issues, remain incarcerated due to their inability to pay bail or cycle through the system without getting the services they need.

Following the tragedy in Lakewood in 2009, the IACP, Bureau of Justice Assistance, U.S. Department of Justice; and the Pretrial Justice Institute convened a focus group of criminal justice professionals, which concluded that law enforcement can and should play a leadership role in addressing issues regarding the pretrial process, particularly those that directly affect public and officer safety. In 2011, IACP issued *Law Enforcement's Leadership Role in the Pretrial Release and Detention Process*, a guidebook that includes information for law enforcement on the bail system as well as pretrial services programs, and pretrial detention and release.³ Following up on a focus group's recommendations, the IACP membership also approved a resolution proposed by the IACP Research Advisory Committee in 2011 (and updated in 2014) to express commitment to continuing work on the urgent need for more robust, risk-based pretrial services.⁴

To work through the issues posed by the focus group and the IACP resolutions, IACP led a multiyear project to raise law enforcement's awareness of risk-based pretrial reform strategies and encouraged leaders to

Law enforcement can and should play a leadership role in addressing issues regarding the pretrial process, particularly those that directly affect public and officer safety.

consider their roles in their local criminal justice systems. This project resulted in presentations across the United States at national, state, and local conferences for law enforcement and pretrial service providers; blog posts; articles in the *Police Chief*; and the development of other resources, including two online courses. During this project's lifecycle, several promising solutions were found to address pretrial justice concerns:

- **Risk Assessment**—One of the biggest concerns surrounding pretrial release and detention decisions is public and officer safety. Pretrial risk assessments provide a consistent, empirical way to determine a person's risk of failure to appear for court or to cause harm in the community. These tools demonstrate a greater level of predictive accuracy than relying solely on a bail schedule or the judgment of prosecutors and judges. These tools are often completed by court or pretrial service staff. Some jurisdictions are utilizing risk tools in the field, which are administered by front-line law enforcement officers.
- **Enhanced Pretrial Release Monitoring**—When individuals qualify for pretrial release, they should receive specific monitoring conditions. For lower-risk individuals, this can include check-in meetings, court reminders, and substance abuse or other treatment or training programs. To mitigate specific risk factors, the court may include electronic monitoring conditions for some who qualify for pretrial release. This practice helps minimize the risk to the community, while allowing offenders to maintain employment and stability for their families. This type of monitoring also allows for swift action if an offender violates the conditions of release. Law enforcement are the first responders if electronic monitoring devices detect a serious threat, and some law enforcement agencies may have a more active role in the ongoing management and administration of monitoring programs.
- **Citation in Lieu of Arrest**—Citation is one of the more common ways to keep low-risk individuals out of jail prior to trial. A comprehensive 2016 IACP study funded by the Laura and John Arnold Foundation, found that nearly 87 percent of U.S. law enforcement agencies use the practice, and approximately 80 percent of those agencies have used it for more than 10 years. From an efficiency standpoint, it was found that citations take much less time to

process than arrests (85.8 minutes versus 24.2 minutes), saving slightly more than an hour per incident.⁵

- **Prearrest Diversion**—As the opioid crisis continues to devastate local communities, driving up drug-related crime and challenging law enforcement’s ability to address addiction-related issues, IACP and partner agencies are increasing their focus on pre-arrest diversion strategies in collaboration with behavioral health partners. Prearrest diversion strategies also address issues related to mental health and the collateral consequences associated with an arrest record, instead allowing individuals to receive the services they need.

When addressing the role of law enforcement in pretrial justice, there must be collaboration among key stakeholders in the justice system and communities. The following IACP resources were developed to focus on how to build these partnerships:

- *Partnerships in Pretrial Justice: A Law Enforcement Leader’s Guide to Understanding and Engaging in Meaningful Front-End Justice System Change*—It is critical for law enforcement to have a voice in the conversations about pretrial justice to ensure that policies and procedures are fair and efficient and keep officers and communities safe. This publication includes talking points for law enforcement, resource links, and information about evidence-based pretrial strategies.
- *Law Enforcement’s Role in Supporting Victims’ Needs through Pretrial Justice Reform: A Briefing Paper from the IACP Victim Services Committee*—The IACP Victim Services Committee identified pretrial release or detention as a decision point in the criminal justice system that could be improved by achievable, pragmatic solutions that better meet victims’ needs. Although law enforcement leaders do not commonly make pretrial release or detain decisions, they are influential in calling for reform in the justice system for public safety. This document is intended to raise the awareness of and to encourage informed discussion among law enforcement and other criminal justice leaders about how the pretrial justice system can be improved to be more victim responsive.
- *Pretrial Justice and Law Enforcement: What Chiefs Need to Know and What Officers Need to Know Online Courses*—These online learning tools, housed on the Pretrial Justice Institute’s University of Pretrial website, can help law enforcement examine risk-based solutions and pretrial partnerships that support strong community-police relationships and maximize public safety and learn more about the complexities of the pretrial justice system.

Supporting Change in the Field: The Safety and Justice Challenge

IACP has also received funding to become a strategic ally within the Safety and Justice Challenge, a five-year initiative funded by the John D. and Catherine T. MacArthur Foundation to reduce over-incarceration by changing the way the United States thinks about and uses jails. This project supports efforts in 40 competitively selected jurisdictions (representing 16 percent of the jail population in the United States) committed to finding ways to safely reduce jail incarceration by developing and modeling effective ways to keep low-risk people out of jail and effectively reintegrating those who must be confined back into the community upon release.⁶

As a strategic ally, IACP supports the law enforcement partners within the Safety and Justice Challenge sites by identifying and developing promising law enforcement strategies for safely reducing arrests and incarceration; exploring alternatives to arrest to keep low-risk offenders out of jail through enhanced coalition building and collaboration with community-based agencies; and providing access to resources and training in areas such as pretrial reform, risk assessment, citation in lieu of arrest, and enhanced community-police relations.

One strategy being used by a growing number of agencies across the United States to reduce the number of arrests, especially in light of the mounting opioid epidemic, is pre-arrest diversion. IACP’s Safety and Justice Challenge project has so far held two webinars on pre-arrest diversion to help leaders take the first steps in establishing a program that will fit the needs of their community.

Fostering Momentum for Law Enforcement-Led Diversion

Building on IACP’s work in the Safety and Justice Challenge, the association recently partnered with the Center for Health and Justice at TASC and several other organizations to create the Police, Treatment, and Community (PTAC) Collaborative. The purpose of the PTAC Collaborative, which is open to anyone interested in pre-arrest diversion (PAD) efforts, is to provide vision, leadership, voice, and action on the issue of pre-arrest diversion through education, advocacy, research, training, and technical assistance. Members of PTAC are working on several fronts to provide information to the fields of law enforcement, behavioral health, and research to help guide the evolving practice of front-end diversion. For example, PTAC’s behavioral health strategic area developed *Ten Guiding Behavioral Health Principles for Pre-Arrest Diversion*, and the research area is developing a set of consistent core measures by which to evaluate PAD. Through PTAC, IACP is working with law enforcement practitioners engaged in various models of PAD to develop promising practices for law enforcement agencies who want guidance in implementing effective programs.

In March 2018, PTAC will hold the first-ever conference on developing and supporting pre-arrest diversion initiatives across the United States. The goal of the conference is to train teams of practitioners from communities looking to develop or expand pre-arrest diversion efforts. More information about this conference is available at www.axissummit.com/ptac_event.

Experience with and resources to support law enforcement’s role in pre-arrest diversion are growing. IACP will continue to gather information and provide leadership for law enforcement looking for new ways to collaborate with criminal justice system and community partners to promote public safety. ❖

Resources

Find the resources mentioned in this article, including reports, trainings, and brief papers at www.theIACP.org/Pretrial-Justice-Reform-Initiative or by accessing this article online at www.policechiefmagazine.org.

In addition, webinars on Pre-Arrest Diversion (PAD) can be found at www.theIACP.org/PADWebinarSeries.

Notes:

¹“Suspect in Lakewood Shooting of Four Police Officers Evades SWAT Team,” *Vancouver Sun*, November 30, 2009.

²“California Shooting Gunman’s Neighbor Lived in Fear of Him,” CBS News, November 16, 2017.

³International Association of Chiefs of Police, *Law Enforcement’s Leadership Role in the Pretrial Release and Detention Process* (Alexandria, VA: 2011), http://www.theiacp.org/Portals/0/documents/pdfs/LE_Pretrial_Role_2011_Report.pdf.

⁴Research Advisory Committee (RAC), “Pretrial Release and Detention Process” (IACP resolution adopted at the 118th IACP Annual Conference, Chicago, IL, October 26, 2011); RAC, “Pretrial Release and Detention Process” (IACP resolution adopted at the 121st IACP Annual Conference, Orlando, FL, October 21, 2014), <http://www.theiacp.org/ViewResult?SearchID=2292>.

⁵IACP, *Citation in Lieu of Arrest: Examining Law Enforcement’s Use of Citation Across the United States* (Alexandria, VA: IACP, 2016), 3, 10, <http://www.theiacp.org/Portals/0/documents/pdfs/IACP%20Citation%20Final%20Report%202016.pdf>.

⁶IACP, “Safety and Justice Challenge,” <http://www.theiacp.org/safetyandjustice>.

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