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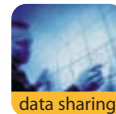
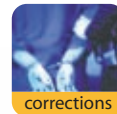
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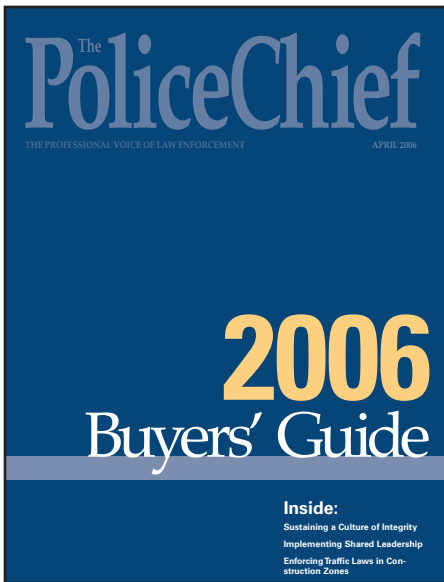


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Immigration Enforcement by Nonfederal Police Agencies

In the aftermath of the September 11, 2001, attacks, law enforcement agencies at all levels of government have been required to reassess their responsibilities and duties. We have had to face new challenges and meet the increased expectations of the public and our elected officials.

I am proud of the magnificent job that state and local law enforcement agencies have done in meeting the challenges presented by this new reality, and believe that we have done much to make our communities and our citizens safer and more secure.

This has been accomplished because law enforcement agencies have used a variety of methods, including increased cooperation with federal law enforcement, reassessment of current training and patrol methods, and greater communication and intelligence sharing between and among law enforcement agencies.

But the specter of foreign terrorists has also brought the state and local law enforcement community face-to-face with a critical and fundamental question that will likely shape the way we police our communities: namely, what role should state and local law enforcement play in the enforcement of federal immigration laws?

Significantly, in the 113-year history of the IACP, the membership has never adopted a resolution or policy position on this vital question. The reason for this silence is clear. There is a significant difference of opinion in the law enforcement profession on this issue.

Many law enforcement executives believe that state and local law enforcement should not be involved in the enforcement of civil immigration laws because such involvement would likely have a chilling effect on both legal and illegal aliens who might otherwise report criminal activity or assist police in criminal investigations.

They believe that this lack of cooperation could diminish the ability of law enforcement agencies to effectively police their communities and protect the public they serve.

Other law enforcement executives believe that it is appropriate for state and local law enforcement to play an active role in immigration enforcement because individuals who are in the country illegally have violated the law and should be treated in the same fashion as other criminals. They feel that it is the duty of state and local law enforcement to assist the federal government in apprehending and detaining these individuals.

Both viewpoints raise valid arguments, and it is easy to understand why no consensus has been reached and no policy position has been adopted by the IACP.

At the Los Angeles conference in 2004, the IACP Executive Committee adopted a policy that held that the question of state, tribal, or local law enforcement's participation in immigration enforcement is an inherently local decision that must be made by a

police chief, working with his or her elected officials, community leaders, and citizens.

In addition, the IACP position paper on the subject examined the concerns and obstacles that currently hinder enforcement efforts by state, tribal, and local law enforcement and set forth what the IACP determined should be key elements of any immigration enforcement activity by non-federal law enforcement agencies.

But over the last two years, the controversy and questions surrounding immigration enforcement has grown and, as a result, the pressure being placed on state and local law enforcement agencies has increased.

Communities around the country are growing increasingly divided over the question of how to address issues related to illegal immigrants and the role they play in our society.

Elected officials at the local, state, and federal levels have developed a variety of legislative proposals addressing immigration enforcement that have the potential to fundamentally alter the way our agencies police our communities.

It is for these reasons that at its Boston meeting, the IACP Executive Committee will be holding a detailed discussion over the question of immigration enforcement. This discussion will bring together experts from federal, state, and local law enforcement, advocacy groups, and the legal profession to discuss questions related to not only the authority of law enforcement agencies in this area but also the costs and training needs associated with enforcement, its potential impact on our communities, and its role in homeland security efforts.

It is my hope that through these discussions, and other outreach efforts, the IACP will be able to provide our members, as well as our elected officials and communities, with a clearer understanding of the impact immigration enforcement will have on the capabilities and effectiveness of our agencies and our continuing ability to protect the communities we serve. ❖



*Chief Mary Ann Viverette
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Senate Votes to Increase First Responder Funding

By Jennifer Boyter,
IACP Legislative Analyst

On March 15, the Senate approved its fiscal 2007 budget resolution (S. Con. Res. 83). During consideration of the nonbinding resolution, senators approved amendments that would increase homeland security funding and funding for first responders.

The resolution serves as a fiscal blueprint that sets broad goals and specific spending for the coming fiscal year. It does not fund the federal government but guides the actions of appropriators who come up with the final budget each year. Budget resolutions outline multiyear spending and revenue goals and make deficit projections. The resolution does not require the president's signature.

Senators approved an amendment offered by Senator Mark Dayton (D-Minnesota) and Senator Saxby Chambliss (R-Georgia) that would restore funding to the Byrne Justice Assistance Grant (JAG) program. The amendment, which was strongly supported by the IACP, would increase funds to the JAG program to \$900 million in fiscal year 2007. This funding level represents a \$484 million increase over current funding levels and a \$900 million increase over the Bush administration's proposed budget, which slated the program for elimination.

Also approved was an amendment offered by Senator Susan Collins (R-Maine) and Senator Joseph Lieberman (D-Connecticut), who serve as chair and ranking member of the Homeland Security and Governmental Affairs Committee. It would provide an additional \$986 million in critical homeland security, including restoring funding to the Law Enforcement Terrorism Prevention Program (LETPP) to last year's level (\$400 million). The president has proposed eliminating the program. The amendment also would increase funding for the State Homeland Security Grant (SHSG) program to \$700 million, an increase of \$150 million over last year's funding.

It is important to note that these funding increases are nonbinding. Although the Senate has gone on record supporting

the increased funding levels, it does not guarantee that appropriators will follow the recommendations. Indeed, the funding levels could be decreased when a House-Senate conference committee determines the final version of the budget resolution.

Congress Reauthorizes Patriot Act Provisions

On March 9, one day before 16 provisions of the Patriot Act were set to expire, President Bush signed a reauthorization bill into law. Congress had passed two short-term extensions to prevent the provisions from expiring while a compromise was worked out between the White House and several senators who blocked the bill's passage out of concerns for civil liberties.

Under the measure, 14 provisions will be made permanent. The other two, which relate to roving wiretaps and the authority to seize business records with a court order, will be extended through 2009.

The provisions that would be made permanent include those that allow law enforcement authorities to use wiretaps and other surveillance measures to investigate suspected acts of terrorism.

It would also make permanent provisions that allow law enforcement and intelligence officers to share information in matters of national security; extend the duration of wiretaps and search warrants from 90 days to 120 days; and make it easier for authorities to issue pen-register and trap-and-trace orders, which can be used to track telephone calls and Internet communications.

After a bipartisan group of senators blocked the passage of the conference report for the reauthorization bill (H.R. 3199), the members of the House-Senate conference committee revised the conference report to place new safeguards and shorter expiration dates on the act's two most controversial provisions: authorization for roving wiretaps, which allow investigators to monitor multiple devices to keep a target from evading detection by switching phones or computers, and obtaining secret warrants for books, records, and other items from businesses, hospitals, and organizations such as libraries.

Specifically, the bill sets a 2009 expiration date for these two controversial provi-

sions, which matches the four-year sunset from the Senate version of the bill. It also includes new safeguards on their use. For example, it requires that the requests for roving wiretaps include descriptions of specific targets in both the application and the court order, if the target's identity is unknown. Such roving wiretaps would also require facts showing that the target's actions might thwart surveillance efforts. The FBI would also have to notify the court of any new device being monitored within 10 days after beginning surveillance.

The second provision would allow federal law enforcement to seek a court order for "any tangible thing," such as business, library, or medical records, deemed relevant to a terrorism investigation. The House version had called for 10-year sunsets for these provisions, and the draft conference report that was initially circulated called for seven-year sunsets.

Under the bill, individuals who receive business records requests and national security letters, which are used to demand phone records and other business records without prior approval from a judge, would be allowed to contact an attorney and challenge the orders in court.

In addition, the Justice Department inspector general would perform audits of the use of national security letters and business records requests.

Despite forcing several changes to the initial draft of the conference report, including the shorter sunset periods, the six senators leading the opposition said that those efforts were not enough, and that they wanted the final version to be much closer to the Senate version, which contains more protections of civil liberties.

But four Republican senators who had opposed the conference report negotiated three minor changes with the White House, which allowed the bill to move forward. The changes are modest changes to provisions related to records seizures.

Senate Judiciary Chairman Arlen Specter (R-Pennsylvania) has introduced a bill (S. 2369) that seeks additional protections for civil liberties. The bill incorporates several provisions from the Senate-passed version of the Patriot Act that did not survive conference. ❖

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Recording Interrogations

By John M. (Jack) Collins, General Counsel, Massachusetts Chiefs of Police Association, Shrewsbury, Massachusetts

Police interrogations, especially those that produce incriminating evidence or even a confession, may need to be recorded in order to withstand increased judicial or legislative scrutiny in the coming years. Courts in two states, Alaska and Minnesota, have mandated the recording of interrogations by use of the exclusionary rule.¹ Three states and the District of Columbia have, by legislation, imposed a recording requirement for certain types of cases and interrogations.² Legislation is pending in at least 18 other states and the District of Columbia requiring some or all such interrogations to be recorded. The Massachusetts courts imposed a requirement that stops short of excluding all unrecorded interrogations.³ But defendants in that state are entitled to a jury instruction that casts significant doubt on a statement's credibility or the voluntariness of any confession.

Judicially imposed rules often require years of litigation before their requirements are clearly understood. Some states, such as New Jersey, have opted for a committee or more broad-based rule-making approach.⁴ Representatives of the prosecution, defense, and law enforcement communities and others are convened to help draft a more workable rule. This is similar to the legislative process, where public hearings and studies are often involved.

Court-Imposed Rules

Courts look to recordings as one way to reduce judicial workload, while at the same time gaining a more accurate picture of what actually took place. Court challenges to the admissibility of unrecorded statements often arise in the context of motions to suppress confessions that are allegedly involuntary. The initial determination is made by a judge in connection with a criminal trial.

Appellate courts traditionally rely heavily on determinations of credibility made by such motion judges. Nevertheless, this rarely prevents lengthy appeals, where what actually took place during an interrogation is contested by the prosecution as well as the defense. Where a recording is available, a reviewing court may no longer feel bound by credibility or other findings by a motion or trial court judge.

Although most courts have been reluctant to require recordings, as a matter of constitutional law, many have asserted that recording interrogations would act as a deterrent to police misconduct, reduce the number and length of contested motions to suppress, allow for more accurate resolution of the issues raised in motions to suppress, and, at trial on the merits, provide a fact finder with a complete version of precisely what the defendant and the police did and said during an interrogation.⁵

Effect on Interrogations

Some police investigators are concerned that recording might deter confessions and cause some persons to refuse to speak freely with police officers. Interestingly, at least some journalists reportedly find this to be true. An article in one of their professional journals states, "There is great debate among reporters about tape recording interviews. One school of thought says tape recorders detract from the interview, making the subject more reluctant to talk."⁶

A 2004 study by former U.S. Attorney Thomas P. Sullivan⁷ and a 1993 study by the U.S. Department of Justice⁸ appear to conclude that most law enforcement agencies endorsed the practice once they gained experience with it.

Recommendations

- Departments should investigate the available forms of electronic recording devices (audio, visual, analog, digital, and so on). Vendors are pleased to demonstrate the ease of use of newer devices. Speaking with investigators from other departments will often help demystify the use of such equipment. Handheld digital recorders sell for less than \$100. Basic video recorders, even digital versions, are now available for hundreds, not thousands, of dollars. For departments that conduct a larger number of interrogations, sophisticated digital video recorders with helpful annotation features are available for less than \$10,000. Some are capable of simultaneous multiple-room recordings.
- Investigators should share anecdotal results of the effect of the use of electronic recording devices on interrogations. Are suspects more reluctant to speak with officers, and are traditional investigation techniques less effective?
- Larger departments or groups of smaller ones might consider more formal

testing, involving university-based researchers as appropriate, to measure the effects of recording interrogations. The more departments involved the better. Some grant funding may be available for such studies.

- Where courts announce they are considering imposing an exclusionary rule or similar form of mandatory electronic recording, state and regional associations of chiefs of police should join with prosecutors and others to submit amicus briefs urging courts to establish a broad-based rulemaking committee or at least adopt the "cautionary instruction" approach followed by Massachusetts, rather than the exclusionary rule adopted in some other states.
- If legislation is proposed, state and regional associations of chiefs of police should adopt a similar committee approach and combine it with an independent study.
- Where no court action is imminent, and no legislation is pending, state and regional associations of chiefs of police should still consider a proactive approach. In addition to learning about and experimenting with various forms of electronic recording technology, police chief associations could commission studies that will help alleviate unwarranted fears and document legitimate concerns or advocate for legislation that supports a more balanced approach than judicially imposed rules. ♦

¹ *Stephan v. State*, 711 P.2d 1156 1158 (Alaska 1985); *State v. Scales*, 518 N.W.2d 587, 592 (Minn. 1994).

² See 725 Ill. Comp. Stat. Ann. 5/103-2.1 (West 2003); Me. Rev. Stat. Ann. Tit. 25, s. 2803B(1) (J), 2004 Me. Legis. Serv. 780 (West 2004); Texas Code Crim. Proc. Ann. Art. 38.22, s. 3 (West 1999).

³ *Com. v. DiGiambattista*, 442 Mass. 423, 813 N.E.2d 516 (2004).

⁴ *State v. Cook*, 179 N.J. 533, 562, 847 A.2d 530 (2004).

⁵ See *People v. Raibon*, 843 P.2d 46, 49 (Colo. Ct. App. 1992); *State v. James*, 237 Conn. 390, 432, 434, 678 A.2d 1338 (1996); *State v. Kekona*, 77 Hawaii 403, 409, 886 P.2d 740 (1994); *Stoker v. State*, 692 N.E.2d 1386, 1390 (Ind. Ct. App. 1998) (J. Fitzgerald, concurring in part and dissenting in part); *Williams v. State*, 522 So.2d 201, 208 (Miss. 1998); *State v. Godsey*, 60 S.W.3d 759, 772 (Tenn. 2001); *State v. James*, 858 P.2d 1012, 1018 (Utah Ct. App. 1993); *State v. Kilmer*, 190 W. Va. 617, 629 439 S.E.2d 881 (1993).

⁶ See Sutherland, "Techniques Improving Interviewing," *Editorially Speaking* 53 (1999).

⁷ Northwestern University School of Law, Center on Wrongful Convictions, "Police Experiences with Recording Custodial Interrogations," by Thomas P. Sullivan (2004).

⁸ U.S. Department of Justice, National Institute of Justice, "Videotaping Interrogations and Confessions," Research in Brief, by Geller (March 1993).

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Statewide Information Sharing in South Carolina

By Coleman Knight, Deputy Director, NLECTC–Southeast, Charleston, South Carolina

Two young girls in one municipality report an attempted abduction, giving a detailed description of a suspect that includes a description of a lizard tattoo on his neck. Less than 24 hours later, a child in a neighboring jurisdiction makes a similar report, giving a very similar description, including the neck tattoo.

Investigators search a multijurisdictional shared data warehouse for records of potential suspects with similar tattoos. The search yields three potential suspects, one of whom is a registered sex offender residing in another county. Officers from all three jurisdictions confront the potential suspect, only to learn that he has an excellent alibi and could not have committed the offenses.

Armed with this information and photographs of the suspect's tattoos, the investigators return to the alleged victims, all of whom recant their story. The first two had made up their incident, and the third had gotten her description from news reports of the first.

In less than 30 hours, police resolve two cases, save the expense of a follow-up investigation, and spare the public unnecessary anxiety about child abductions. To do it, they rely on a statewide system for sharing law enforcement information from disparate information systems.

Regional System Links Six Jurisdictions

In South Carolina, the Low Country Information Technology Improvement Project (ITIP) was activated in 2001. It was the product of a collective vision of the sheriffs of Charleston, Berkeley, and Dorchester Counties and the chiefs of police for the municipalities of Charleston, Mount Pleasant, and North Charleston.

The six agency executives wanted

to integrate their information systems through a secure, integrated network that would allow information to be shared electronically across jurisdictional boundaries. The six participating agencies serve coastal South Carolina, a 3,200-square-mile region that 540,000 people call home.

Early in their collaboration, the agencies sought technical assistance from the National Law Enforcement and Corrections Technology Center–Southeast Region (NLECTC-SE). With help from NLECTC-SE, the agencies launched the system and eventually adopted public domain development tools and concepts, which meant that they could provide the system to other law enforcement agencies at no cost.

Regional System Goes Statewide

Officials with the South Carolina Law Enforcement Division (SLED) soon saw the attractiveness of making ITIP available to agencies around the state. The result is the South Carolina Information Exchange (SCIEEx), a system created with the help of NLECTC-SE. SCIEEx will allow state, county, and municipal police agencies to use Web technologies to receive the replicated data from the various RMS databases and query the stored information.

The National Institute of Justice, the parent agency of NLECTC-SE, has adopted the SCIEEx project as a center initiative. The South Carolina Research Authority (SCRA), which administers NLECTC-SE, will provide project management.

SCIEEx is designed to provide law enforcement officers, investigators, and analysts with the data and resources they need to investigate cases and suspicious activities, as well as a source of information from which officials may glean intelligence that may signal a terrorist threat to homeland security.

How It Works

Through SCIEEx, SLED expects to create a

central data warehouse to store all incident information from incident reports and field interview documentation, to include narratives, from all law enforcement agencies in the state. Computer-aided dispatch system information will ultimately be stored in this warehouse. The SCIEEx warehouse will offer the following features:

- Rapid replication from the host records management system (RMS) of common law enforcement incident report information (name, property, vehicle, location, narrative, comment fields, supplemental reports, field interview information, and so on)
- Query capabilities
- Digital image importing, displaying, printing, storing, and transmitting
- Connection to similar systems in other states

State law enforcement officials plan to provide a Web-based RMS with statewide licensing to law enforcement agencies in the state that do not have an existing RMS capability. They also hope to establish a mechanism to provide connectivity or access to desired databases of six state agencies in order to allow the South Carolina Information Exchange Fusion Center access to the information for the purposes of mining and analyzing the information. The state-created SCIEEx Fusion Center will have the capability to display incident and other geo-referenced data on a GIS map and perform crime mapping and analysis functions typically found in commercial off-the-shelf products.

SCIEEx planners are working now to address all areas of data security and integrity, user authentication, and transactional accountability. ♦

For more information, call Captain L. J. Johnson, special agent in charge of the SLED Criminal Justice Information System, at 803-896-7051, or Captain Teresa Woods, special agent in charge of the SCIEEx Fusion Center, at 803-896-7008.

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Where do the good ideas come from?

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

Alaska City Uses Zebra Printer to Make Photograph Identification

Zebra announces that city administrators in Skagway, Alaska, use the company's P420i printer to produce identification cards for police officers, senior citizens, juvenile bicycle riders, and others.

"We use the printer to create identification cards for police officers, fire department personnel, and other city employees," said Sheryl Gladden, a clerk with the Skagway Police Department. "All the people who drive tour vehicles that are not considered by state standards to be commercial vehicles need city-issued chauffer permits, as well."

The photo identification cards are also used to identify Skagway's senior citizens, who do not have to pay sales tax on food items at the local grocery store.

Because the city sits on the Canadian border, the cards provide a convenient second form of identification for Skagway officials who need to cross the border on official business. They are also used by Skagway police officers who need to fly with firearms on commercial airlines for business purposes. The Transportation Security Agency provides the police department with a special logo that is placed on the back of the identification cards to denote that the person holding the card is legally authorized to travel with a firearm. The logos can only be used for certain police personnel.

One of the Skagway Police Department's favorite community events is the annual bicycle rodeo, which Gladden describes as a fun bicycle safety class. Children who finish the class are issued a bicycle license.

"The bicycle rodeo cards all have to be made in a short amount of time," Gladden said. "We hook the printer up to a laptop and one person takes pictures while I work the Alpha Card program and print the

cards. The kids love watching the whole process."

The Skagway Police Department issued about 55 cards in less than two hours at its most recent bicycle rodeo. Even parents wanted their own bicycle licenses, Gladden says.

Overall, Gladden estimates that she and two other staff members print about 150 cards each year with the Zebra P420i printer, which is designed to simplify card printing through automatic driver configuration, intelligent color optimization, and a special RFID system for ribbon image counter and ribbon low notification.

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AdZone Helps Illinois County Protect Children from Online Predators

AdZone Research announces that the Kane County, Illinois, Sheriff's Department uses the company's Online Predator Profiling System, or OPPS, to protect children from those who would do them harm.

The system is designed to help investigators prevent child abductions, catch sexual predators in a chat room before they victimize a child, and return runaway children to their families.

"Having been designed from an investigator's perspective, the OPPS system provides us in Kane County with an up-to-date, searchable database and the ability to access the data in a variety of contexts," said Detective Keith Smith. "In addition to the office, the system is also accessible for our officers in squad cars with laptop capability, as well as those on motorcycles. We're also interested in accessing AdZone's Fast Report, specifically to help in the hunt for missing children.

"Using OPPS is as easy as checking your e-mail or logging onto the Internet," Smith continued. "With no software to install,

OPPS uses the technology contained in your Internet browser to provide context specific, up-to-date conversations between multiple sources in a variety of settings that span chat rooms and venues. This data, obtained from the OPPS data servers that run 24 hours a day, seven days a week, is continuously being collected and updated."

For more information, circle no. 202 on the Reader Service Card, or enter the number at www.theiacp.org/freeinfo

Arizona County Partners with CTA to Create Wireless Network

Pima County, Arizona, has contracted with CTA Communications Inc. to provide professional consulting services for establishing the Pima County Wireless Integrated Network (PCWIN). The regional network will be designed to allow 31 public safety and government agencies in the county located along the United States-Mexico border to communicate in their own jurisdictions and with other agencies in emergencies.

The first of the PCWIN contract's five phases directs CTA to study existing public safety communications systems in Pima County, the city of Tucson, and other local, federal, and tribal jurisdictions that will be included in the integrated network or communicate within it. This is a preliminary step to developing an engineering plan to bring the many agencies into a coherent communications network that will blanket the county's 10,000 square miles and its 130 miles of international border. The coverage area is home to 850,000 people.

In subsequent phases, CTA will help the county select an integrator and install, implement, and test the new system. ❖

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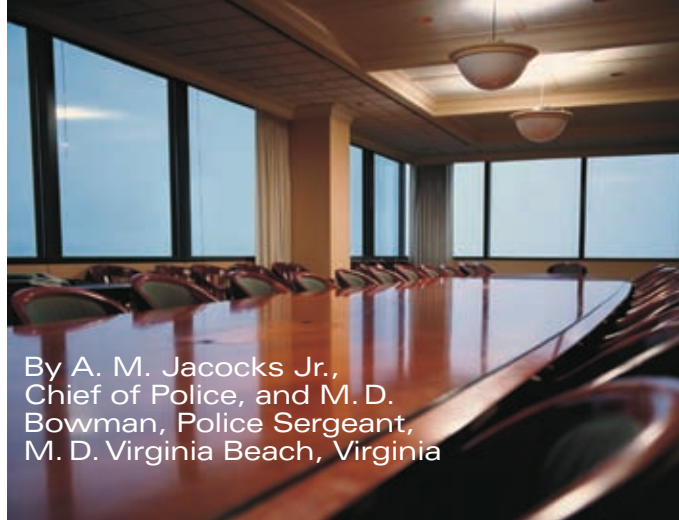
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By A. M. Jacocks Jr.,
Chief of Police, and M. D.
Bowman, Police Sergeant,
M. D. Virginia Beach, Virginia



Developing and Sustaining

A Culture of Integrity

Leaders must be the first to step up and serve as the personal example of ethical personal and professional behavior.

Quick Facts

Virginia Beach

- 432,300 residents
- 3 million visitors each year
- 310 square miles
- 14 miles of public beaches
- 3,501 lane miles of pavement
- 342 traffic signals
- 81 schools
- 38th largest city in the United States

The Virginia Beach, Virginia, Police Department has embarked on an ambitious program to develop and sustain a culture of integrity in the organization. The department's command staff realized that the tra-

ditional emphasis on the ethical conduct of police officers in the field would not fully develop a culture of integrity in the organization. The department's leaders recognized that in most American police organizations in which there had been widely publicized instances of lack of integrity, there had at one time existed a culture of integrity. They sought a proactive approach that would prevent problems and help the department set the standard for excellence.

An analysis of the situation by senior leaders concluded with the observation that the department's leaders must be the center of gravity in developing and sustaining a culture of integrity. They decided that the department would engage in three major initiatives to realize the goal: leadership and management development, internal organizational focus, and external focus.

The leadership and management development initiative is a comprehensive system that begins with recruit and in-service training and continues with new sergeants' formal and field training. The department instituted an academically rigorous course

of study on leadership required of all formal leaders. A management skills course was developed to complement and enhance leader behaviors. Senior leaders took executive leadership courses at institutions across the United States. The Virginia Beach Police Department now has a comprehensive system of leadership development from recruit to chief.

After assessing the organizational climate, using a valid and reliable survey instrument, department leaders focused on areas for improvement. The organizational climate assessment will be conducted every other year for the foreseeable future.

Developing and sustaining a culture of integrity must take into account factors outside the organization. The first area of external focus consisted of a series of presentations to department leaders by nationally recognized leadership and management experts. Because senior leaders recognized that developing and sustaining a culture of integrity occurs in the context of community expectations, the department conducted a community summit to bring community stakeholders' perspectives into the process of developing and sustaining a culture of integrity.

All of these initiatives have been implemented and will be continued for the foreseeable future. Rather than view them as programs that start and end, senior leaders see them as initiatives that will change as necessary to continue to sustain a culture of integrity.

The Ethical Dimension of Leadership

In Stanley Milgram's classic research on obedience to authority, he found that an alarming number of people would submit to authority and engage in unethical conduct.¹ Milgram conducted laboratory research in which students were told to apply an electrical shock to people they thought were learners when they made mistakes. These learners were strapped in a chair to prevent movement and had what appeared to be an electrode attached to their arm, but they actually were confederates in the study. As the learners made more mistakes, the students were told to increase the electrical voltage of the shocks they thought they were administering. Milgram observed that good people were seen to knuckle under the demands of authority and perform actions that they believed to be callous and severe. Men (later experiments showed the same behavior for women) who were in everyday life responsible and decent were seduced by the trappings of authority (white lab coats and clipboards), by the control of their perceptions, and by the uncritical acceptance of the experimenter's definition of the situation into performing harsh acts.

Subsequent researchers have replicated Milgram's studies and found them to be valid and reliable.



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A significant exception to the usual levels of unethical behavior was found in subsequent research, though. In studies in which the research subjects observed another person refuse to administer shocks, the likelihood of those subjects' refusing went up considerably. In other words, seeing someone behave with integrity bolstered their own resolve to behave with integrity.

The research underscored the importance of seeing a model of ethical behavior. In the world of policing, who will step up and be a model of the ethical law enforcement officer? Like the subjects of the second study, officers want to do the right thing even when they face pressure to behave unethically; seeing another officer do the right thing stiffens their own resolve. The Virginia Beach Police Department has decided that leaders must be the first to step up and serve as the personal example of ethical personal and professional behavior from which subordinates learn.

Leaders can and must affect the ethical climate in their organizations. Subordinates learn from observing the behaviors of their superiors and the consequences of those behaviors. If leaders are rewarded for ethical behavior and punished for unethical behavior, their subordinates will learn to emulate the ethical behavior. If leaders are not rewarded for ethical behavior and go unpunished for unethical behavior, their subordinates will learn from that, as well. A

In most American police organizations in which there had been widely publicized instances of lack of integrity, there had at one time existed a culture of integrity.

leader's behavior and consequences inform the follower of the appropriate behaviors under similar circumstances. Nothing any leader can say will have a more powerful effect than what he or she does. Followers are observant of differences between what a leader says and what a leader does.

Leaders must be the first to provide powerful examples of ethical behavior. Leaders should be motivated from a deeply held commitment to their personal values and the department's core values. A leader's sense of duty to the people he or she serves, which naturally includes those above, beside, and below him or her in the organization, should have a self-regulating influence on him or her. That self-regulating influence can be reinforced by consequences. Rewards should come in the form of praise and respect. Negative reinforcement and punishment should come in the form of formal sanctions. Reinforcing consequences also serve as a forum for observational learning for other members of the organization. It is the responsibility of leaders at all levels of the organization to stimulate self-regulation, to provide positive

and negative reinforcement, and to stimulate observational learning.

Influencing Organizational Culture

Leaders can influence an organization's culture. The actions taken by leaders to influence an organization's culture are called embedding and reinforcing mechanisms. Embedding mechanisms include the following:

- **Attention, measurement, and control:** Those things a leader consistently notices, pays attention to, and systematically deals with will communicate to subordinates what is valued and what norms the leader deems appropriate.
- **Reactions to critical incidents:** How leaders react to organizational crises will uncover and communicate underlying assumptions to subordinates.
- **Deliberate role modeling:** The leader sets the example.
- **Criteria for reward allocation:** An organization's leaders can emphasize

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their own priorities, values, and assumptions by linking rewards and punishments to the behaviors.

- **Criteria for recruitment, selection, and retention:** An existing culture can be reinforced or a new culture introduced by the careful selection and retention of members who fit the culture.

Reinforcing mechanisms are secondary actions that a leader can take to reinforce the embedding mechanisms. Reinforcing mechanisms are only useful if they are consistent with the primary embedding mechanisms.

The Ethical and Cultural Center of Gravity

The leader is the center of gravity in developing the ethical climate and the organization's culture. The senior leadership of the Virginia Beach Police Department has chosen to place leaders at the center of all efforts to develop and sustain a culture of integrity. The leaders must operate to accomplish the organization's mission every day while improving the organization for the future, which is like painting an airplane in midair. There will never be an opportunity to park the plane in a hangar in order to paint it.

Radials from the Center of Gravity

Eight activities radiate from the center of gravity:

- Leadership development
- Management development
- Formal higher education
- Organizational focus
- Organizational assessment
- Organizational improvement
- Early intervention system
- External focus

Leadership Development

The Virginia Beach Police Department has undertaken an extensive effort in leadership development. The core principle of this effort is that every officer is a leader.

In-Service Training: The department introduced leadership and followership in its basic recruit training and during officer, sergeant, and executive in-service training. This step helped develop a shared understanding of leadership and followership in the organization.

West Point Leadership Course: In addition to in-service training, the department has developed and implemented an academically rigorous study of leadership based on the leadership curriculum as taught at the U.S. Military Academy. Our faculty members have attended faculty development workshops with the Department of Behavioral Sciences and Leadership at West Point. The course is conducted one day a week for 15 weeks each fall and spring. Every formal leader in the department will complete this

course and, given the current levels of attrition due to retirement, this is likely to be an ongoing endeavor for the Virginia Beach Police Department.

Leadership Feedback: All leader development is self-development. In order to stimulate reflective learning the department uses the Leadership Practices Inventory (LPI), which is a multi-rater feedback instrument.² The LPI is conducted just before each student begins the West Point leadership course and the feedback is provided on the first day of class. The LPI is completed annually thereafter.

The department's command staff has also undergone multi-rater feedback sessions as a separate group apart from the West Point leadership course. Although some members of the command staff have completed the West Point leadership course, they received this feedback separately in order to obtain a wider spectrum of feedback than is provided to the West Point leadership course students.

Leadership Coaching: Reflective learning is improved through the assistance of a coach. Leadership coaching is a highly specialized endeavor that should not be undertaken by unqualified coaches. The Virginia Beach Police Department partnered with George Mason University to educate and train a cadre of leadership coaches. A total of 15 leaders from the department

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Virginia Beach Police Department Mission Statement

The Virginia Beach Police Department is committed to providing a safe community and improving the quality of life for all people. We accomplish this by delivering quality police services and enforcing laws with equity and impartiality. In partnership with the community, we reduce crime through public education, prevention, and awareness. In meeting this objective, we demand of ourselves the highest professional standards and dedication to our core values.

were chosen to be trained as leadership coaches. These leadership coaches will help leaders in the department improve their leadership skills.

New Sergeant Training: The department's senior leadership has long been concerned about the quality of the training and performance of new sergeants in the organization. Attaining the rank of sergeant is the first step into leadership for many police leaders. In the absence of adequate training beforehand and appropriate development training after promotion, a new leader is more likely to stumble during these first steps into police leadership.

The department has developed and implemented a new sergeant course for all sergeant promotional candidates. This is a weeklong course that introduces the candidates to the principles of leadership and management that they will be expected to exercise. The course also emphasizes the administrative and tactical responsibilities of the police sergeant in the Virginia Beach Police Department.

The department has also developed a system of field training for new sergeants. This obviously required the development of a field training sergeant course in order to develop and orient new field training sergeants. Field training sergeants were selected and trained in the operations division precincts.

Each newly promoted sergeant undergoes three weeks of field training. The first week of field training consists of shadowing the field training sergeant. The last two weeks of field training consist of completing a series of tasks similar to the methods used by field training officers.

Executive-Level Development: The department will continue to send middle and senior leaders to executive development programs such as the FBI National Academy, the Administrative Officer's Management Program at North Carolina State University, the Professional Executive Leadership School at the University of Richmond, and the Southern Police Institute at the University of Louisville. These programs

add a valuable external dimension to leadership development and help establish a network with other police leaders throughout the country and around the world.

Management Development

There is a strong need for both leadership and management skills in police organizations. Both skill sets are necessary in order to be an effective police leader. The department implemented an intensive management skills course. The curriculum for this course is focused on developing the management skills necessary to enable direct leaders to manage personnel interventions based on early intervention system outputs. These courses will use primarily performance-oriented training in order to develop management knowledge, skills, and abilities appropriate to first-line leaders, midlevel leaders, and senior leaders. These courses will develop management skills focused on both purely management-oriented activities and those management activities that complement or influence the outcomes of leadership behaviors.

Formal Higher Education

The department's senior leadership has recognized the increasing importance of higher education for police officers. Policing has become a complex endeavor that requires the knowledge base provided by a liberal arts education. In addition, it is important for any police department to reflect its community. In Virginia Beach, 30.3 percent of the population 25 years or older possesses a bachelor's degree or higher. Our members must possess a comparable education in order to respond to the demands of an increasingly educated public and to be representative of that public.

The department implemented policies that require higher educational levels for eligibility for promotion. An associate's degree or equivalent course work is required for eligibility for promotion to sergeant. A bachelor's degree or equivalent course work is required for eligibility for promotion to lieutenant.

The department emphasizes to the extent

possible higher education in recruiting and selecting qualified applicants for police officer positions. The department strongly encourages its members to pursue higher education at the bachelor's and master's levels. To this end, the department began a cohort pursuing a master of public administration degree at Old Dominion University. The department's leaders are committed to manipulating assignments and scheduling of personnel in order to facilitate their participation in higher education courses. The department will ensure that its members are aware of and use the city's tuition reimbursement program.

Organizational Focus

The department conducted a mission analysis process and rewrote the department's mission statement. The committee tasked with this process was also tasked with developing a vision statement for the department. The chief directed the committee to develop a vision statement because he wanted the statement to reflect the vision of the department rather than just his own. This committee obtained feedback from the entire department in this process and educated the entire department concerning any outcomes from the process.

Organizational Assessment

To assess the leadership and management climate in the department, the department used the Campbell Organizational Survey, a validated and reliable instrument for making that assessment.³ This survey was conducted in a manner that ensured anonymity for respondents who will be randomly selected to participate. The survey results were widely publicized throughout the department and available for review on the department's intranet system. Assessment of the results of this survey will continue as part of the improvement efforts that are deemed necessary based on the survey results. This continued effort will use, to the extent possible, focus groups to further assess the actual conditions that stimulated specific survey responses and to determine

what right would look like.

Organizational Improvement

Based on initial assessment of the Campbell Organizational Survey results by the command staff, committees were solicited to develop improvement plans. These committees were assigned specific functional areas of concern and used focus groups to assess the underlying conditions that produced the survey results and to solicit what right looks like. After this further analytical effort the committees were tasked with developing detailed and actionable improvement plans for their functional areas of concern. The committee members were required to brief senior leaders on their recommendations and obtain approval and or revise the plans as necessary.

Early Intervention System

The department is developing an early intervention system. The purpose of this system is to provide early indicators of potential personnel problems to direct leaders in order to facilitate preventive measures. A committee was appointed to research early intervention systems in use in other departments and to assess the state of software available for use with those systems. The committee also determined the internal indicators or patterns that will be monitored and the threshold levels requiring intervention. Currently, a formal request for proposals to acquire an early warning system is being developed in collaboration with the city's Department of Communications and Information Technology.

A principal parallel endeavor associated with the early intervention system initiative is the training necessary for direct leaders to

intervene effectively. The management skills course was designed with that in mind. This course will develop the skills necessary for direct leaders to intervene effectively when the early intervention system indicates the need to do so.

External Focus

Systems theory based on scientific observations of biological systems posits that closed systems suffer from entropy and eventually die. The Virginia Beach Police Department can be viewed from the open systems perspective. By increasing the quantity, quality, and diversity of inputs into the system, leaders can improve the individual and organizational outputs of the system. Information and other perspectives are an important input into any organizational system.

The department established a leadership speaker series to bring widely respected external perspectives to the organization's leaders. These speakers are not limited to law enforcement professionals.

Another critical component of that external focus has been the department's involvement of its stakeholders in assessing what a culture of integrity should look like. The department convened the first ever Virginia Beach Police Department community summit in November 2004. More than 60 members of various stakeholder groups participated in the summit. The summit was a daylong session facilitated by researchers from George Washington University.

The purpose of this community summit was to gain an appreciation of community ideals and values as they affect the policies, roles, and performance of the police department. The participants answered three key questions:

Virginia Beach Police Department Core Values

Professionalism

in our actions, conduct, and job performance; constantly striving toward ever-rising standards

Respect

for all citizens, each other, and for differing points of view, regardless of age, race, gender, appearance, individual beliefs, or lifestyle

Integrity

truthful and honest, deserving of trust, ethical; being guided by the concept of fundamental fairness in everything we do; doing what is right

Dedication

to the organization, each other, our families, and the citizens we serve; unquestionable work ethic

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An existing culture can be reinforced or a new culture introduced by the careful selection and retention of members who fit the culture.

- What was the purpose behind this program to build a culture of integrity?
- What is the overall potential of this program?
- What are the current realities facing this program in light of its potential?

The responses to these three questions created an appreciation of the whole context that affects the performance of the program but which the department cannot directly control or influence. These questions help to assess the legitimacy of the overall

program in the light of the current culture and organizational values. This phase produces an understanding and valuing of the deeper forces at work: the ideals and potential as well as the realities of culture, history, relationships, and resource constraints.

The Future

The Virginia Beach Police Department is a learning organization focused on continuous improvement and self-assessment. The department embarked on this initiative to enhance its culture and to ensure that ethics and values remain strong cornerstones in the organization. Throughout this initiative, the department's leaders examined the organization internally and externally, provided training to all department members, and expanded the involvement of citizens in many operational activities.

In order to improve and ensure the department continues its tradition of relying on values and ethics to make important decisions, the police department partnered with respected institutions to evaluate its process and to determine its strengths so that they can be leveraged and its weaknesses so they can be improved.

Though many of the necessary factors discussed in this article can be examined through self-assessment, self-assessment alone will not provide all the information to reach a vision. Stakeholders—law enforcement personnel from local, state, and federal agencies; minority organizations; city and community leaders; community activities; court personnel; members of other city agencies; crime victims; and the military—need to be included in the assessment process.

On every level, from the recruit to the chief, the Virginia Beach Police Department is engaged in developing and sustaining a culture of integrity. The focus is on leadership to develop and sustain this policing culture, and in Virginia Beach it is working. ❖

¹ Stanley Milgram, *Obedience to Authority: An Experimental Study* (New York: Harper & Row, 1974). See also Milgram, "The Perils of Obedience," Harper's (1974).

² Jim Kouzes and Barry Posner, *The Leadership Practices Inventory* (Hoboken, New Jersey: Wiley, 2003).

³ Bradley University, Foster College of Business Administration, "Campbell Organizational Survey."

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If our ideas about **leadership** in the past tended to revolve around the solitary heroic figure, the **leadership** of our future will be defined by inspired teamwork.

The Changing Face of Police **Leadership**

By Todd Wuestewald, Chief of Police, Broken Arrow, Oklahoma, and Brigitte Steinheider, Ph.D., M.B.A., Director, Organizational Dynamics, University of Oklahoma–Tulsa Graduate College, Tulsa, Oklahoma

The style and practice of police leadership is gradually evolving. Where once the rhetoric of police leadership revolved around the wisdom, integrity, and courage of the solitary leader, the discussion is turning more and more to the dynamic, multifaceted nature of teamwork, inclusion, and dispersed leadership.² This trend reflects a larger movement that has been under way for some time in other areas of human enterprise.

Shared leadership is a term used to describe an approach to management that routinely disperses workplace power and influence among individuals who are otherwise hierarchical unequals.³ It views leadership as broadly distributed among coworkers rather than concentrated in the hands of one or a few superiors.⁴ Although the focus in police management circles may have begun to shift, observers tend to agree that such shared leadership styles are still not widely practiced in the law enforcement field. Police organizational structure and processes tend to adhere to more traditional hierarchical notions.⁵ This situation persists despite widespread adoption of community-oriented, intelligence-led policing that calls for line officer empowerment and a high degree of autonomy at all levels of the law enforcement organization.⁶

The thing about **leadership** is . . . **never do it alone.**

Mark Moore,
Harvard's Kennedy
School of Government¹



Photographs in this article courtesy of
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A Case Study

An article in the January 2006 *Police Chief* documented a variety of potential benefits of shared leadership in a law enforcement context.⁷ That article described a case study of the Broken Arrow Police Department (BAPD), a suburban agency of 165 employees in northeastern Oklahoma, which shifted to a participative form of management by creating a cross-functional employee steering committee. The Broken Arrow case study demonstrated that shared leadership can improve employee organizational commitment, pride, morale, motivation, productivity, leadership development, and acceptance of community policing initiatives. The findings also established that shared leadership can bridge the gap that often exists between union and management and between line officer and senior executive. The BAPD study confirmed the positive outcomes of employee participation that have been documented by researchers in a variety of other

fields and extended this body of research to the law enforcement arena.⁸

The purpose of the present article is to more fully explore this new management paradigm and highlight aspects relevant to its implementation in police organizations. In particular, we will discuss three types of shared leadership, each carrying with it certain advantages, considerations, and requirements. Administrators should view these various levels of employee involvement in light of their particular organizational needs and contexts. We will also present the results of a survey of Oklahoma police chiefs that assessed their opinions of shared leadership as a police management tool. Finally, we will examine the role of the chief executive in this emerging model of 21st-century leadership.

Three Levels of Shared Leadership

Shared leadership is a concept that encompasses a spectrum of democratic workplace management practices. A number of classifica-

tion schemes have been developed based on the degree and type of employee inclusion in decision making, but for discussion purposes we will use a simple delineation among three types of shared leadership: suggestion involvement, job involvement, and high involvement.⁹

Suggestion Involvement: Suggestion involvement describes situations where employees have abundant opportunities to offer information and suggestions but generally lack authority to make decisions. Suggestion involvement relies on an open culture that welcomes the free exchange of ideas at all levels. Open organizations of this type tend to be more collegial than hierarchical. Supervision is informal and lines of communication are relatively open. A company that favors suggestion involvement by employees also generally encourages experimentation and learning at the individual, group, and organizational level. The research indicates that a corporate culture open to suggestion involvement will foster



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Suggestion involvement appears to be the easiest and, from an administrator's point of view, the least risky form of shared leadership to undertake. Since actual decision-making authority is retained at the senior management and supervisory levels, there is no real power sharing that takes place. Theoretically, the approach simply entails creating open systems of communication and opportunity for employee input, and then acting on these ideas when indicated. However, these tasks are easier said than done.

In reality, suggestion involvement may be the most difficult form of shared leadership to create and maintain. For senior executives, middle managers, and first-line supervisors accustomed to a traditional command and control police environment, suddenly shifting gears and adopting more inclusive management styles is no easy transition. Strong interpersonal communications, coaching, facilitation, mentoring, and inclusive decision making may be skill sets for which traditional managers were not promoted, do not have much training in, and as a result probably do not have much confidence in. This is one reason police organizations have not generally developed into adaptive learning organizations.¹¹ Police agencies typically are not effective at engendering cross-organizational communications and tend to engage in single-loop learning that does not foster feedback. Suddenly trying to foster two-way communications, creating new conduits of information, and more importantly acting on employee suggestions, can be exercises in futility. If nothing in the agency culture really changes, initiatives that purport to create an open culture will be recognized by the rank and file as empty rhetoric.

Therefore, formal structures that share information and create feedback loops are recommended for fostering suggestion involvement. These systems may entail formal, regular cross-functional meetings between units, such as CompStat, or they may take other forms: quality circle arrangements at the unit level in which employees can discuss problem solving and process improvement; formal suggestion systems and project management tracking software; and simple electronic or printed newsletters that share information and publish employee suggestions and innovations. Such institutionalized procedures can be underpinned by personnel appraisals that place a high value on employee participation, recognize innovative initiatives, and reward personal involvement in agency systems. Without formal structures that legitimize and institutionalize suggestion involvement, efforts to create open systems may not last long.

In addition to formal structures that encourage and capture the productivity of

employees, intense training is a critical component of an open system of inclusion and learning. Organizations that use suggestion-involvement strategies also tend to invest heavily in human resources, recognizing the potential return such investments can reap. In fact, some proponents contend that training and development of subordinates is one of the primary functions of executive leadership in shared leadership contexts.¹²

Suggestion involvement can be an effective low-risk method of engaging employees in the daily operations of a police department. It can help people feel more valued by their agencies and give them a greater stake in its operations. The most effective way to make suggestion involvement take root is to look for ways to institutionalize workforce feedback; conduct intensive supervisory training around listening, facilitating, mentoring, and coaching skills; and convey the message at every opportunity that opinions at all levels matter.

Job Involvement: Job involvement refers to systems that give workers a degree of autonomy over immediate day-to-day working conditions. Quality circles and total quality management are examples of job-involvement approaches, provided that employees have direct implementation authority. Job involvement has been shown to produce benefits similar to other types of involvement, but temporary involvement tends not to sustain these benefits.¹³

Job involvement is most appropriate at the unit level. Here, line employees can be brought into routine decision making concerning equipment, training, problem solving, process improvement, service delivery, and even unit-level strategic planning. For example, this type of involvement was recently implemented within the Broken Arrow Police Traffic Unit. Officers in the unit were empowered to develop a long-term strategic plan for addressing community traffic concerns, as well as overall unit development. Traffic supervisors and patrol watch commanders played a role in the process, but the dialogue and decision making was driven by traffic line officers. Ultimately, the plan defined unit working hours, deployment strategies, training and equipment needs, staffing, and a long-range vision for the unit.

Like suggestion systems, job-involvement strategies are relatively low-risk ventures. Generally, the level of empowerment is limited by boundaries set by management. The administration may determine the ground rules up front depending on what sort of decisions and authority it feels comfortable with delegating to these semi-autonomous work groups. Yet the process offers significant benefits.

When employees are allowed to practice job involvement they assume a level of control over local working conditions that

directly affect them. This, in turn, engenders a level of ownership that results in greater motivation, communication, and innovation. Problem solving and process improvement at the point of service delivery becomes more efficient because those doing the work are empowered to make timely adjustments. In addition, regular process improvement meetings help employees see how their local conditions and decisions impact other units. Higher management's function shifts to coordination, facilitation, and boundary management.

High Involvement: The most advanced, and perhaps riskiest, form of shared leadership is high involvement. This form encompasses both suggestion and job involvement and adds a significant management function. High involvement entails power and information sharing, advanced human resource development practices, and frequently incorporates task-force or policy groups to make strategic company decisions. But high-involvement organizations are uncommon. Previous studies have found that although nearly 80 percent of the Fortune 1000 companies used employee involvement in some form, only a fraction of these practices would constitute high-involvement strategies.¹⁴ The upside of high involvement is that it has the potential to yield the most dramatic workforce benefits: greater employee commitment, positive organizational citizenship behavior, better perceived organizational support, increased productivity, higher job satisfaction, reduced absenteeism, better labor-management relations, and improved overall organizational performance.¹⁵

The Broken Arrow Police Department's Leadership Team is a high-involvement structure because it operates at the policy level.¹⁶ This cross-functional policy group, whose 12 members serve irrespective of rank, makes binding decisions on a wide array of organizational issues. The leadership team format is an example of representative shared leadership in that its members are elected by peers, appointed by the chief, or appointed by the police union (the Fraternal Order of Police) to act as representatives for their coworkers. As much as possible, these team members represent the diverse divisions, units, and functions in the department. Team members have equal voting rights, and decisions require a two-thirds majority. The team's co-chairmen, one representing the administration and the other the union, act primarily as facilitators for the group. Embedded in department policy, the leadership team's bylaws empower it as an independent body with authority to effect change and make binding decisions on policy issues, working conditions, and strategic matters.

High-involvement strategies, such as the BAPD Leadership Team, can be somewhat tenuous propositions in that power is shared

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at the highest levels of the organization. Under the BAPD model, the primary administrative safety valve is the chief's control of the team's agenda. Under this arrangement, the chief must decide at the outset whether an issue is appropriate for consideration by the team. In situations where decisions properly should be made at other levels of the organization, issues are redirected accordingly. There are also stipulations: the team may not take on specific personnel issues, render decisions that violate legal or contractual provisions, or unduly expose the agency to civil liability.

The theory of high-involvement shared leadership generally posits that delegation of significant power elicits a reciprocity response, whereby employees perceive this power-sharing as an expression of administrative trust and, in turn, develop more intense feelings of commitment to the agency, ultimately exerting greater effort on its behalf.¹⁷ In a sense, employees come to view themselves as owners in the organizational endeavor.

Shared Leadership: What Do Chiefs Think?

In order for shared leadership to be a viable concept for law enforcement, police

chiefs must be willing to seriously consider it. What do chiefs think about the idea of suggestion involvement, job involvement, or high involvement of police employees in decision making?

Seeking an answer, the authors polled a group of police chiefs during a recent conference in Oklahoma. During the conference, the authors presented a workshop on shared leadership to a group of senior Oklahoma law enforcement executives. They explained the theory of shared leadership and described the outcomes of the Broken Arrow Police Department case study. In addition, a group of BAPD employees participated in a panel discussion. At several points during the workshop, attendees were asked to fill out a questionnaire concerning their understanding of the concepts, their opinions concerning the applicability of shared leadership to law enforcement, and their reactions to the training. Fifty of them completed a questionnaire before, during, and after the workshop.

Respondent Demographics: The average age of the respondents was 47 years, 94 percent were male, 54 percent had at least a bachelor's degree, and 70 percent were chief executives of their agencies. Most (55 percent) had been in their position for at least two years, and 68 percent had been in law

enforcement for at least 20 years. Seventy-four percent worked for municipal agencies, 16 percent for tribal police departments, six percent for campus agencies, and four percent for state agencies. Like American law enforcement executives in general, most came from smaller agencies; 70 percent represented agencies that employed 50 officers or fewer, and 74 percent came from jurisdictions of fewer than 50,000 residents, including nearly one-third who policed jurisdictions of fewer than 10,000 people.

Due to the purported link between community policing and the imperative for line officer empowerment, the respondents were asked about their agency's community policing practices. The participants were also asked about overall morale in their departments, relations with their labor unions, and the number of labor grievances filed in the last three years.

Fifty-three percent of the respondents indicated their agencies actively practiced community policing. Nearly half (44 percent) described morale in their organizations as "poor" or "average." The mean number of labor grievances for the sample was 3.2, and nearly one-third (29 percent) reported relations with their unions to be "poor" or "average."

Poll Results: At the start of the workshop, more than half of the participants (54

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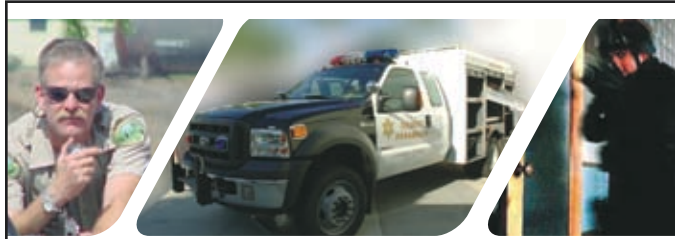
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percent) described their understanding of shared leadership, participative management, or employee empowerment as "poor" or "average." At the midway point of the presentation and after receiving the theoretical foundation underlying shared leadership, 86 percent of respondents agreed that employee involvement and empowerment were viable concepts for law enforcement agencies. Interestingly, 50 percent of the group claimed to already use some aspects of shared leadership in their agencies. At the conclusion of the presentation, which included details of the BAPD case study and a panel discussion with employees, the proportion of participants that favorably assessed shared leadership rose to 96 percent.

Although most of the chiefs agreed on the efficacy of shared leadership for law enforcement, they varied considerably on the appropriate level of employee involvement. One quarter (24 percent) of the workshop participants felt that high involvement of employees at the policy level was a good idea, 40 percent saw job involvement as the appropriate model of participation, and 32 percent thought suggestion involvement was the best approach. The remaining four percent favored traditional management. Perhaps paradoxically, more than half of the group (54 percent) also worried that shared leadership may be a possible "erosion of management rights."

Some interesting correlations were revealed during the statistical analysis. The age of the respondent was negatively correlated with assessment of the viability of the concept; that is, older respondents tended to be more reserved in their reaction to the idea of police officer empowerment. On the other hand, education was positively associated: the more education the respondent had, the more positive his or her assessment of shared leadership. This finding concerning the correlation between age, education, and shared leadership is in line with previous research in other occupations.¹⁸ Similarly, younger respondents with higher educational attainment tended to feel less threatened by line officer empowerment as an "erosion of management rights."

There was also a strong direct correlation between opinions about community policing and shared leadership. Those who favored and practiced community policing were more likely to strongly approve of participative management styles, particularly high involvement.

Hierarchical regression analysis also uncovered significant relationships between community-oriented policing, shared leadership, and officer morale. Respondents who reported that their departments practice community-oriented policing but do not use any form of shared leadership also tended

to report lower morale among their officers. In other words, implementing community policing without empowering officers is associated with lower morale. Similarly, respondents who reported that their agencies did use some form of shared leadership but did not actively practice community policing also indicated lower officer morale. The implication appears to be that empowerment in police work seems to work best when it is paired with community-oriented policing, and vice versa.

To summarize, a representative group of Oklahoma chiefs overwhelmingly approved of shared leadership and saw it as a viable approach to administering law enforcement agencies. In fact, half claimed to practice some aspect of shared leadership already.

Nearly one quarter of these chiefs were ready to experiment with high-involvement practices, and most were willing to offer their employees individual- or unit-level empowerment. This was somewhat unexpected, in that the conventional wisdom suggests that, as a rule, police chiefs are traditional, protective of their authority, control-oriented, and distrustful of line officer autonomy. Police chiefs, at least in Oklahoma, appear receptive to the idea of shared leadership in its various forms at the same time that they remain protective of their management rights.



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There may be a tendency to view power-sharing management styles as an abdication of leadership. To the contrary, shared leadership in any form calls for what Manz and Sims have called "superleadership."¹⁹ The authors assert that shared leadership systems require the vertical leader to be somebody who leads followers to lead themselves through empowerment and the development of self-leadership skills. Cultivating self-leadership in followers requires conscious attention to human resource development, careful management of internal and external organizational boundaries, appropriate delegation of authority, and continual support and trust building. Beyond cultivating self-leadership in subordinates, leaders in empowered cultures must practice transformational behaviors that mold organizational values and provide an energizing vision of the future.

Participative management seems to work best when driven by transformational leadership styles. The transformational leader has the capacity to articulate a mission that calls for organizational movement and is able to enlist follower support through charisma, inspiration, intellectual stimulation, and individualized consideration.²⁰ Such leaders set the playing field and become the torchbearers for the shared vision and values that define the organization. By setting high expectations and continually articulating those standards, transformational leaders are able to energize followers in an endeavor greater than themselves and in the process help them to develop self-leadership.

This is an ideal role for police chiefs in a shared leadership system. Once self-leadership has taken root, the chief executive becomes a facilitator and supporter of the process. This role calls for posing questions more than offering answers, listening more than telling, and supporting more than directing. What's more, since routine decision making has been delegated to empowered subordinates, the vertical leader is less distracted and has more time to scan the environment for emerging threats and opportunities.

Shared leadership, especially of the high involvement variety, is really a balance of

power. For instance, in the case of the Broken Arrow leadership team, significant power is held by the police union, as well as management and peer-elected representatives of the rank and file. But the balance is tipped slightly in favor of the administration due to the chief's control of the leadership team's agenda. This represents what Edwin Locke calls an "integrated system," in that each sphere of power balances and supports the others, while certain prerogatives remain the exclusive domain of vertical leadership.²¹ This is as it should be, given that a chief must be attentive to community and administrative expectations. A chief's perspective is unique, holistic, and vital, an aspect of leadership that cannot be shared.

21st-Century Leadership

In order to stay relevant, modern law enforcement will have to become more adaptive. In an increasingly complex environment, it is frequently the case that no single person, or even senior management group, has all the information or expertise necessary to respond in an appropriate and timely way, let alone an innovative way.²² Ongoing expectations for community engagement, counterterrorism responsibilities, generational and cultural differences, police unionism, technological innovation, workforce retention, and perpetual change are multifaceted challenges that continue to pressure police organizations. Shared leadership cuts across all these issues by seeking to engage a highly sophisticated workforce in empowered problem solving.

To the degree that the data reported here is representative of the larger law enforcement audience, police chiefs already seem to realize this and are ready to involve their employees in meeting these challenges. But it is equally apparent that the profession may require additional grounding in the concepts behind empowerment, as well as practical implementation models. Although the level of employee engagement in organizational decision making may vary according to agency and situational needs, there is little doubt that the face of police leadership is indeed changing.

If in the past our ideas about leadership

tended to revolve around the solitary heroic figure, the leadership of our future will be defined by inspired teamwork. Leaders will oversee organizations that are flatter, with fewer levels of management and fewer clear distinctions between them. As the lines of demarcation between leader and follower continue to blur, empowering strategies and inclusive decision-making styles will not just be recommended management practices; they will be essential competencies of police leadership. ♦

¹M. Moore, closing remarks, Senior Management Institute for Police, Boston, Massachusetts, July 2000.

²This new focus is exemplified by the IACP-COPS Office initiative Leadership in Police Organizations (Boston: McGraw-Hill Custom, 2002). The program focuses on leadership development at all levels and using open, inclusive organizational systems.

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⁵S. Morreale and P. Ortmeier, "Preparing Leaders for Law Enforcement," *The Police Chief* 71 (October 2004): 89-97; S. Mastroski, "Community Policing and Police Organizational Structure," *How to Recognize Good Policing: Problems and Issues*, ed. J. Brodeur (Thousand Oaks, California: Sage, 1998). National surveys of police departments confirm that most have not de-layered their organizational structures. See Police Executive Research Forum, "The Results of Three National Surveys on Community Policing," by L. Fridell, *Community Policing: The Past, Present, and Future*, ed. L. Fridell (Washington, D.C.: 2004).

⁶Police Executive Research Forum, "Community Policing: Common Impediments to Success," by W. Skogan, *Community Policing: The Past, Present, and Future*, ed. L. Fridell (Washington, D.C.: 2004).

⁷T. Wuestewald and B. Steinheider, "Shared Leadership: Can Empowerment Work in Police Organizations?" *The Police Chief* 73 (January 2006): 48-55.

⁸There is a wide body of research in many fields on the outcomes of participative management. For summaries of the general concept and outcomes, see P. McLagan and C. Nel, *The Age of Participation* (San Francisco: Berritt-Koehler, 1995), and C. Pearce and J. Conger, *Shared Leadership: Reframing the Hows and Whys of Leadership* (Thousand Oaks, California: Sage, 2003).

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¹¹L. Alarid, "Law Enforcement Departments as Learning Organizations: Argyris's Theory as a Framework for Implementing Community-Oriented Policing," *Police Quarterly* 2 (3) (1999): 321-337. For information on learning organizations, see P. Senge, *The Fifth Discipline: The Art and Practice of the Learning Organization* (New York: Currency-Doubleday).

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Advice from the BAPD Leadership Team

How to Implement Shared Leadership

Creating a cross-functional steering team can be an effective method of engaging the talents and experience of employees more directly in the decision-making process of an organization. The steering team approach has the potential to solve organizational problems at the same time that it builds a sense of employee ownership. In 2003 the Broken Arrow, Oklahoma, Police Department (BAPD) adopted such a strategy when it created the BAPD Leadership Team.

During its three years of operation, the BAPD Leadership Team has made sweeping changes to everything from promotional procedures to disciplinary policy and in the process has had some dramatic effects on officer morale, labor-management relations, and productivity. During a recent workshop, the BAPD Leadership Team summarized some of the barriers, success factors, and guidelines law enforcement agencies should consider for implementation of high involvement strategies of this kind.

Design of the Team

How many members should a steering team have?

The team should be an accurate representation of the various units and functions of the agency and yet small enough to be manageable. Typically, this number should range from 10 to 15 members.

How should members be appointed?

The BAPD system incorporates several

methods of appointment to ensure a varied representation. Sixty percent are appointed by either the chief or the police union; 40 percent are elected by their peers. The goal should be diversity in function, knowledge, and demographic representation. Filling more than 40 percent of the positions by election may result in popularity winning out over utility. In addition, consideration should be given to appointing one or two who can fill the devil's advocate role to avoid the pitfalls of groupthink.

How should the team be led?

The chief should not sit on the team directly, as this may unduly sway the group or give it the appearance of a rubber stamp committee. A dual-chairman arrangement involving one senior manager and one person selected by the police union seems to work well.

How long should members serve?

The BAPD Leadership Team felt that two years was about the right length of time for members to serve. At one year, the group is only beginning to reach its optimal functionality. But terms longer than two years may result in the development of embedded interests, the isolation of the group, and member burnout. Regular, orderly rotation of members will revitalize the team and offer opportunity for others at the same time as it rolls out a new generation of organizational leaders.

What should be the criteria for team member selection?

Certainly, knowledge and experience (three to five years with agency) are important, but traits such as honesty, positive attitude, and motivation may be more important attributes of effective team members. In addition, members should already have the respect of their peers, since individual credibility will enhance team credibility.

How should decisions be made?

Ultimately, the decision process should be determined by the team itself. The BAPD Leadership Team settled on a two-thirds majority vote for all decisions, setting these guidelines in policy.

Roles

What should the chief's role be?

In Broken Arrow, the chief has no direct role in the team other than control of the agenda. This arrangement helps establish the team's legitimacy as an independent decision-making body. But the chief plays a vital role in supporting the team, facilitating its decisions, providing motivation, and managing its interactions across organizational boundaries. In some cases, the chief plays a moderating role when the enthusiasm of team members may cause them to set unrealistic standards or expectations. The BAPD Leadership Team endorsed the chief's strategic role in defining agency values, goals, and resource management.

What should be the role of the team chairperson?

It is important that the chairman or co-chairmen act primarily as facilitators and not dictators. They should be adept at recognizing strengths and weaknesses of team members, encouraging participation, and keeping the group on task. Balance is the key, as both leader and facilitator and between administration and union interests.

What is the role of team members?

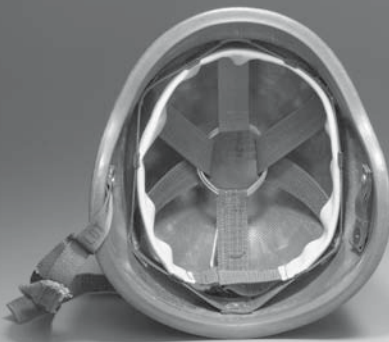
Team members are first and foremost representatives of their coworkers. They must communicate in team meetings and then report back to their peers. They must participate actively. For this reason, BAPD Leadership Team policy provides for removal of members who fail to participate, who are disruptive, or whose behavior is detrimental to the team.

Tasks and Meetings

What issues are appropriate for team consideration?

Generally, all policies, procedures, training, equipment, awards, or problems identified by any member of the department, and referred by the chief (the agenda setter), are appropriate subjects for team intervention. Individual personnel matters, however,

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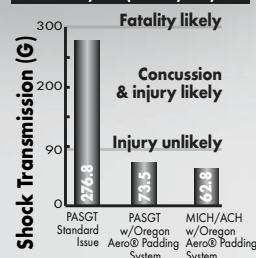
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are not appropriate, because employees are entitled to privacy in these matters. It is natural that the most fundamental and important issues will be tackled by the first steering team the agency forms. Subsequent teams will have more routine matters to deal with. Therefore, it is important that the role of the team be institutionalized in policy and practice. Eventually, new issues and change initiatives will emerge that will breath new life into the team's mission.

How often should the team meet?

In Broken Arrow, the team meets three times a month, and meetings generally do not exceed two hours. The agenda is made available to the entire department before every meeting, and minutes are published afterward. Frequent meetings are important at the outset to help the team get into a rhythm, form relationships among members, and forge progress on projects.

Should the meetings be open or closed to non-members?

At least one meeting per month should be open to all department members for observation purposes. Privacy is important to conduct frank discussion on sometimes emotional issues, but too much closed-door business can create suspicion and separation from the rest of the organization. Middle managers in particular should be encouraged to participate in meetings whenever possible in order to take their critical perspective into consideration and to avoid alienating this group. When issues directly affect specific units of the department, members of these units should be included in the discussion and offered voting representation. Ad hoc committees of subject experts can also serve this function.

Training

How important is team training to overall success? What type of training should this be?

Training is an essential component of any high-involvement human resource strategy. The BAPD Leadership Team reported that the early training they received in group dynamics, communications, problem solving, creative thinking, decision making, and conflict resolution was critical to their success. They found adult-based and problem-based learning modules to be particularly effective methods of instruction. For instance, one important facet of the first training session was the opportunity for the team to develop its own vision, mission, and policies. This served to define the group identity and forge common values. In the words of one member, "We entered [the training] as a group and emerged as a team."

Critical Success Factors

In your experience what factors were critical to your success?

- Team empowerment to effect real change
- Being given important, complex issues to deal with
- Support of the chief's office—an all-or-nothing proposition
- Binding decisions, and the chief's commitment to implement team decisions
- Trust between the chief and team, the chief and the union, and the team and the rest of the department
- Training, especially at the outset and at critical junctures
- Team development of vision and mission
- High motivation and commitment of members
- Rapid implementation timeline, moving from promise to action
- Small successes in the early going set the stage for dynamic success later
- A sense of direction and shared values

Barriers to Shared Leadership

What factors could hinder the adoption of a leadership team approach?

- Integrity issues
- A dysfunctional relationship between the administration and the union
- Apathy and nonparticipation, either on the team or throughout department
- Less than full commitment from the chief
- Inability of the leadership team to take collective viewpoint (we versus me)
- Hidden agendas and informal leaders who do not get on board
- Caustic attitude, closed-mindedness, lack of respect
- Lack of communication
- Skepticism, which may indicate a lack of trust
- Poor team member selection
- Power culture that won't let go of the status quo

Looking to the Future

The Broken Arrow Police Department Leadership Team is an ongoing experiment in empowerment. Currently, the second generation of the team is in progress due to a scheduled turnover of a significant number of original members. This new group appears to be picking up where the first team left off and is conducting what has now become business as usual.

A recent spin-off of the project has been the formation of semiautonomous work groups at the unit level that are still loosely connected to the BAPD Leadership Team. This may lead to a sort of webbed organization with concentric rings of autonomy emanating from the BAPD Leadership Team.

There is tremendous potential for various levels and degrees of employee involvement. A steering team approach seems to work well for the BAPD. Regardless, it seems evident that empowerment does indeed have a place in police organizations. ❖

For more information on the Broken Arrow Leadership Team please write to Chief Todd Wuestewald at twuestewald@brokenarrowok.gov, or Dr. Brigitte Steinheider at bsteinheider@ou.edu.

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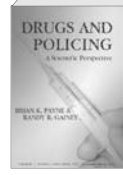
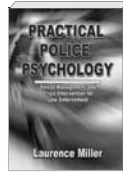
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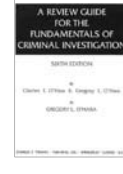
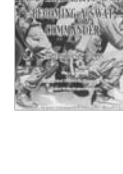
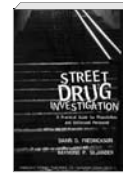
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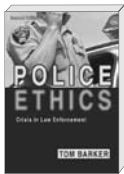
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By Bharathi A. Venkatraman,
Attorney, Civil Rights Division
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Lost in Translation

Limited English Proficient Populations and the Police

Nearly 47 million people, or 18 percent of the U.S. population, speak a language other than English at home.¹ According to the 2000 census, nearly 30 percent of all Spanish speakers, 25 percent of all Asian and Pacific Island language speakers, and 15 percent of Indo-European language speakers classified themselves as “limited English proficient,” or LEP.² Immigration and related language barriers are not just big-city issues. Census data show that the most dramatic demographic shifts now occur in those states with historically fewer immigrants, mostly in the Deep South and the Midwest.³ The raw numbers of non-English speakers are still greater in immigrant-rich coastal states like New York and California, but the emerging immigration destinations of the South and Midwest are feeling the most profound day-to-day impact. Specifically, the immigrant population in these new growth states consists disproportionately of recent arrivals to the United States,⁴ a circumstance that correlates with limited ability to speak English. The immigrants who are least proficient in English are therefore choosing to settle in states with comparatively little experience in handling linguistic diversity and those lacking established immigrant networks.⁵

Already, police officers across the country have experienced a surge in contacts with non-English speakers.⁶ The language barrier presents challenges to the execution of a variety of law enforcement functions. Many jurisdictions are dealing with language barriers in an ad hoc fashion. But departments can and should do better. Having a plan in place to deal with unexpected language barriers can minimize the potential for bad outcomes.

Why Implement a Language Access Plan?

There are at least three reasons for implementing a language access plan:

- Language barriers make police officers less effective.
- Addressing language barriers can be cheaper in the long run.
- Federal law requires police departments to address the language barriers.

The steps identified in this article do not impose unrealistic expectations on police departments; rather, they are designed to ensure that police can provide to persons of limited English proficiency the same level of safety and protection afforded to others. In the process, police departments also protect themselves.

Language Barriers Make Police Officers Less Effective

Communicating across language barriers is challenging even under the best of circumstances. Police officers, firefighters, paramedics, and emergency room professionals often encounter vulnerable LEP people in crisis situations, when the need for accurate communication is most critical.

Even interactions in more mundane circumstances can go awry as a result of impaired communication, and severe problems can result. Consider the routine traffic stop. When an officer is unable to communicate effectively during such a stop, he or she cannot transmit vital information, including the reason for the stop, the need for identification, the meaning of a written citation, and an explanation of the proper course of conduct.⁷ Moreover, some officers claim to have encountered LEP drivers who respond to traffic stops by following procedures used in their country of origin, such as getting out of a vehicle and walking to the patrol car.⁸ Better communication can reduce needless anxiety for both the officer and the LEP person during an encounter.

The importance of reliable communication is apparent in a variety of situations. Consider the implications for domestic violence enforcement if responding officers rely on an English-speaking child, or even a batterer, to communicate with, or on behalf of, an LEP domestic assault victim. Consider the valuable time lost in apprehending a rapist or robber if officers cannot effectively communicate with an LEP victim or witness at the scene; consider the implications for road safety where a drunk LEP driver has repeated opportunities to harm others on the road due to language barriers in the administration of *Miranda* warnings or field sobriety tests.

Thus, the need for good communication in life-threatening circumstances is not the only concern. Strained communication between officers and LEP persons can compromise the integrity of the judicial process. Numerous real-life examples illustrate the pitfalls of a lack of language preparedness in a variety of first-responder interactions, from the routine to the deadly.

- A drunk-driving suspect with minimal English skills who appeared to encounter a language barrier during the administration of a field sobriety test successfully challenged his conviction. Referring to the circumstances surrounding the sobriety test, the court found a lack of over-whelming evidence of the defendant's guilt and concluded that admission of the defendant's prior record was a harmful error that may have contributed to his conviction on drunk-driving charges.⁹
- A defendant's incriminating admissions during a murder investigation in the San Diego area were suppressed in court because a police department employee failed to interpret the defendant's request to go back to his jail cell and discontinue the interrogation.¹⁰
- A convicted LEP drug mule successfully appealed the admission of his interpreted confession, where the

"facts of the case cast significant doubt upon the accuracy" of the interpretation.¹¹ The appeals court noted that, because the bilingual officer who interpreted the defendant's confession did not testify at the trial court hearing, the defendant had no opportunity to question the officer's "Spanish fluency, the subtleties or shades of possible meanings in the officer's questions, or the defendant's responses."¹² Weighing various factors, the court further found "the accuracy of the confession at issue here to be less reliable than the accuracy of the confessions"¹³ in other named cases and vacated the trial court's decision to admit the defendant's confession.¹⁴


- A Spanish-speaking rape defendant's confession was suppressed because, although he was provided *Miranda* warnings in Spanish, the detective administering the *Miranda* warnings had only minimal knowledge of Spanish.¹⁵
- A state government committee released a report exposing the difficulty of issuing *Miranda* warnings to LEP individuals, particularly illiterate LEP crime suspects who are unable to read Spanish-language *Miranda* waiver cards.¹⁶
- Firefighters treated an LEP victim for a gunshot wound, relying on the victim's nonverbal hand motions that resembled the firing of a gun. It was later learned that firefighters treated the man inappropriately, as he had been stabbed, not shot.¹⁷
- A news report exposed the difficulties officers face in an increasingly multilingual urban area.¹⁸
- Officers returned fleeing human trafficking victims to the custody of their traffickers due to language barriers impeding communication with the victims.¹⁹

These real-life examples illustrate that language barriers can interfere with crime control and undermine the core purpose of police work. Moreover, these examples confirm that law enforcement authorities need more than just an ability to communicate; they need the ability to communicate competently. Communicating inaccurately can be as damaging as not communicating at all, because inaccurate interpretation can serve as a basis for exonerating wrongdoers.

Addressing Language Barriers Can Save Money in the Long Run




Although bilingual staff, interpreters, translators, and other language services come at a cost, failing to undertake language assistance measures can make the police department vulnerable to civil suits with potentially expensive consequences.²⁰


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In addition to private lawsuits, police departments that fail to account for the needs of non-English speakers are subject to investigative scrutiny by federal agencies. Most police departments receive federal financial assistance and must comply with federal civil rights laws as a condition of the assistance received. These federal laws require police departments to take reasonable steps to make their programs and activities meaningfully accessible to LEP individuals. Undertaking comprehensive language assistance measures can also prevent costly consequences in the event that an investigating agency determines a police department to be noncompliant with its civil rights obligations.

The costs involved in addressing language challenges may not be as high as some police administrators believe. Some language access measures, such as printing language identification flashcards available on federal agency or other Internet sites and duplicating multilingual *Miranda* warning cards, require departments only to spend a small amount of money and retool some of their practices. The fiscal cost of such simple measures may be offset in the long run,²¹ and federal technical assistance is available to provide police departments nationwide with strategies and tools to address language barriers. For example, the federal Web site www.lep.gov is a one-stop shop for materi-

als that can easily be printed and reproduced for use in daily police work. Materials available at the site include language identification flashcards and a tool designed to help police departments create a language assistance policy and plan.

Federal Law Requires Police to Address Language Barriers

Beyond the common sense reasons for addressing language barriers in police work, there are laws obligating police departments to ensure that LEP people can access their services. As a condition of receiving federal money, police departments and other recipients of federal financial assistance must comply with certain legal obligations, such as adherence to Title VI of the Civil Rights Act of 1964 and its implementing regulations.

Under Title VI, police departments and other recipients of federal financial assistance must provide services accessible to all, regardless of race, color, or national origin. Individuals who are limited in their English ability are often protected by Title VI, where language serves as a proxy for national origin discrimination.²² By failing to provide appropriate language services to an LEP individual, police departments effectively exclude that individual from accessing the same benefits, services, information, or rights as everyone else. Noncompliant police departments facing a Justice Department investigation may find themselves drained of valuable time, money, and personnel resources as they attempt to defend themselves against allegations of civil rights violations.

Guiding Principles for Formulating a LEP Plan

The law does not impose unrealistic expectations on a police department's attempts to make its operations language accessible. Department of Justice (DOJ) Guidance, published in June 2002, highlights the standard that law enforcement agencies and other recipients should strive to meet: recipients should take "reasonable steps" to provide "meaningful access" to LEP people.²³ The DOJ Guidance was published in response to instructions in an August 2000 executive order clarifying longstanding language access obligations under Title VI.²⁴ The DOJ Guidance also lists four factors that recipients should consider in determining the level of language assistance to provide.

Factor 1: Consider the number or proportion of LEP people in the eligible service population.

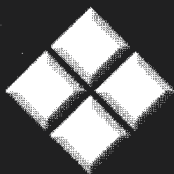
Police departments should first examine their history of contacts with persons with limited English proficiency and determine the languages they have encountered in the past. Generally, the greater the number or proportion of LEP people a department serves, the more likely it is that language

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services are needed. Police departments should refer to local census and school district data and consult with community organizations, religious organizations, and others to determine whether some subset of the community has been excluded from their calculations. Some ethnic or linguistic populations may be sizable but have only infrequent contact with law enforcement. In certain departments, one precinct may serve a large LEP population, but others may not. In such situations, departments should consider enhanced language assistance measures for the individual precinct. Also, departments should account for seasonal population shifts in the community by considering such transient populations as vacationers and migrant farm laborers.

Factor 2: Consider how frequently officers come into contact with LEP persons.

Certain departments may require more sophisticated plans than others. For example, those departments where officers come into contact with LEP people on a frequent basis may benefit from a more regularized interpretation arrangement than that provided by occasional use of a telephonic interpretation service. Similarly, officers may report frequent contact with speakers of certain languages (Spanish being the most common in many areas) but infrequent contact with speakers of other languages. Under such circumstances, the language assistance measures required in contacts with Spanish speakers may differ from those required during contacts with other LEP people.

Some police department activities and programs may affect some LEP individuals more than others. For example, a department should consider enhanced language services during community meetings, which may draw participants from communities that otherwise have infrequent contact with law enforcement. Although the general rule is that a department has a heightened duty to provide language services for those language groups with whom it frequently comes into contact, department administrators should consider special circumstances.

Factor 3: Consider the importance to the LEP person of various services, benefits, or information departments provide.

Police officers are responsible for a wide range of services, some with more serious implications than others. In general, the more important the law enforcement activity or the greater the possible consequences for an LEP person, the more likely it is that language services are needed. Police officers have a heightened duty in carrying out criminal enforcement and emergency duties, such as arrests and the management of medical crises. Serious consequences for LEP individuals may also result where constitutional or other legally mandated rights are at stake

in a particular police action, as in the delivery of *Miranda* warnings. Language assistance resources are a higher priority during these activities than they are during police actions that have less serious consequences, such as assisting lost motorists with directions.

Factor 4: Consider the resource-savable and the costs of providing various language services to LEP people.

There are several types of language services that police departments may use: oral interpretation, either in person or by telephone; written translation; and direct communication in the LEP individual's primary language, through a bilingual officer or other means. In addition, symbols, pictures, and hand

signals can also prove effective. Departments have a range of choices for enlisting language services, including, but not limited to, hiring and training bilingual staff, using telephonic interpretation services, borrowing bilingual staff from other agencies or jurisdictions, adopting standardized translated documents from other agencies and departments, using professional translators and interpreters, and using community volunteers.

In deciding which options are best suited to meet the department's needs, officials should balance several factors. One factor could be the need for highly accurate, specialized, and unbiased interpretation that would require a professional staff or contract interpreter for certain high-stakes criminal

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situations. Another factor could be the need for expedited language assistance that could be provided by bilingual police officers who can facilitate immediate communication when responding to situations in a community with a large LEP population. Another factor is cost, including situations where a one-time or ad hoc use of a telephonic interpretation service is appropriate because either the size of the LEP community does not warrant, or resources do not permit, the hiring of bilingual staff.

Police departments have substantial flexibility in determining the appropriate mix of services for their needs. A department's size, its level of existing resources, its level of need, and the costs involved all factor into decision making. But departments should not overlook the need for competent and accurate language services. As some of the cautionary examples demonstrate, competent and unbiased communication is the key to preserving arrests and convictions, avoiding lawsuits, protecting the LEP community, and avoiding federal scrutiny.

Although LEP people may wish to use an interpreter of their own choosing in certain situations, departments should carefully consider whether such a request is appropriate, even though it may be cost-effective. For example, someone may feel uncomfortable discussing sensitive or embarrassing infor-

mation in the presence of his or her friend or family member. Similarly, a friend or family member may be a poor choice where unbiased, unfiltered interpretation is critical. In particular, the use of children as interpreters should be avoided in most situations, both for accuracy and competency reasons and to protect the interests of the child. The greater the potential consequences, the greater the need to monitor interpretation services for quality. Investing in quality control protects the legal record, the department, and the interests of the LEP person.

Justice Department Compliance Factors

The Department of Justice uses this four-factor analysis to evaluate whether police departments and other recipients of federal financial assistance are in compliance with Title VI. Keep in mind that the standard underlying the four-factor analysis is one of reasonableness. Police departments are not held to an unyielding, nonnegotiable set of rules. Rather, departments are viewed in the context of their capabilities, needs, and the conditions in which they operate.

Custom-Designed Department Plan

A language plan should be designed to meet the needs of each department. There is no one-size-fits-all approach to drafting

a language access plan, given that police departments vary widely in size, geographic location, and population served. The bottom line is that police officers and LEP individuals should be able to communicate with each other effectively, accurately, and with minimal time delays, especially in situations with potentially serious consequences.

Under such standards, a small department may perform the four-factor analysis only to find that very few LEP people reside within its jurisdiction and that officers seldom encounter LEP individuals. This department may determine that a cost-limited arrangement with a telephonic interpretation service that can provide interpreters skilled in law enforcement terminology sufficiently addresses the community need. Such a plan may be perfectly reasonable, given the character of the community, the infrequency of contact with LEP people, and the limited resources available to the agency. Care should be taken to research the connection times and quality control standards of various telephonic interpretation companies and to determine the number of languages for which services are available. The plan will also require periodic reevaluation and updating, as the character of the community changes.

By contrast, larger police departments with more significant LEP populations may perform the four-factor analysis and find

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that more comprehensive services are necessary. In addition to telephonic services, such departments may consider employing bilingual officers or surveying nearby police departments, universities, other local government institutions, and community organizations for volunteer or fee-for-service interpreters. Such departments may also consider concentrating bilingual and interpretation resources at substations or precincts serving a significant LEP population. Care should be taken to test and train such nonprofessional interpreters in the language abilities, technical skills, and ethical responsibilities necessary for quality interpretation and translation. Suggestions for implementing such training are included in the accompanying checklists on page 48 and 49. Police departments can also consult the Civil Rights Division of the U.S. Department of Justice to locate testing and training resources. Call the division's Coordination and Review Section at 202-307-2222.

All departments can benefit from creating a portable officer toolkit designed to assist officers who encounter LEP individuals in the course of their daily work. Items to include in the toolkit include a copy of

the LEP plan specifying the type of language assistance that is appropriate in various circumstances, language identification flashcards to assist officers in determining an LEP individual's language (available free of charge on www.lep.gov), the telephone number and access code for any telephonic interpretation service with which the department has a contract, a directory of bilingual employees and other interpreters, and *Miranda* warning cards and vital documents translated into commonly spoken languages.

These are just sample approaches; numerous possibilities abound. At the heart of every successful plan, however, are a few guiding principles:

- (1) Conduct the four-factor analysis.
- (2) Train department employees on correct use of the language plan.
- (3) Test, train, and ensure the quality of the interpreter pool.
- (4) Adapt as budget, personnel, and community changes take place.

With ingenuity and a little help from key resources such as the Justice Department's Civil Rights Division and www.lep.gov, police departments can improve language

access and streamline operations involving non-English languages.

Officer Safety Is at Stake

Make no mistake: this article does not intend to suggest that language access measures can eradicate all language-related communications problems. But it is true that where language barriers have been overcome lives have been saved.

Recently, a Washington, D.C., police officer conducting a late-night traffic stop in a neighborhood with a significant Spanish-speaking population escaped unharmed from an attempt on his life. The reason? The officer knew enough Spanish to understand when the driver of the subject vehicle instructed another occupant in Spanish, "Shoot [the officer] when he gets closer." The officer called for backup and ordered the suspects out of the car. When one of the suspects opened fire with a handgun, the officer was prepared and shot back. Though the suspects escaped, the officer did, too.²⁵ This represents but one instance in which survival skills in a frequently spoken language proved to be a lifesaver. ❖

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¹U.S. Bureau of the Census, Language Use and English-Speaking Ability: 2000, www.census.gov/prod/2003pubs/c2kbr-29.pdf

²As used in the census, this term refers to individuals who self-identified as speaking English "not well" or "not at all." See U.S. Bureau of Census, *Ability to Speak English: 2000* (Table QT-P17), http://factfinder.census.gov/servlet/QTTable?_bm=y&-geo_id=01000US&-qr_name=DEC_2000_SF3_U_QTP17&-geo_id=01000US&-ds_name=DEC_2000_SF3_U&-redoLog=false. The term LEP is not restricted to speaking ability alone. The term also applies to reading, writing, and comprehension abilities. See Department of Justice, "Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons," 67 Fed. Reg. 117, 41455-41472, 41457 (June 18, 2002).

³In South Carolina, for example, the public school system has seen a 200 percent increase in non-English speaking students between the 1991-1992 school year and the 2001-2002 school year. This rate of growth is matched by only 15 other states, mostly those in the Deep South and the Midwest. U.S. Department of Education, "Survey of the States, Limited English Proficiency Students and Available Educational Programs and Services, 1991-1992 through 2000-2001."

⁴Almost 60 percent arrived during the 1990s, most since 1995. These new growth areas include the Rocky Mountain, the Midwest, and the Southeast. See Michael Fix and Jeffrey S. Passel, Immigration Studies Program, Urban Institute, "U.S. Immigration: Trends and Implications for Schools," January 2003, www.urban.org/UploadedPDF/410654_NABEPresentation.pdf.

⁵See Stephanie Simon, "Latinos Take Root in Midwest," *Los Angeles Times*, October 23, 2002, A1. The article describes growing pains and communications challenges for small rural communities in Iowa, Nebraska, Minnesota, and Kansas experiencing an unprecedented growth in Spanish-speaking immigrants.

⁶See, for instance, Jeffrey Gettleman, "In New South, Racist Rally Is Not a Draw," *Los Angeles Times*, July 14, 2002, A15. It mentions the need to institute an incentive pay program for bilingual police officers in Gainesville, Georgia, in order to attract officers with Spanish skills.

⁷See U.S. Department of Justice, "Final LEP Guidance to Recipients of Federal Financial Assistance," 67 Fed. Reg. 117, at 41468 (June 18, 2002).

⁸See abstract of Stacey Mulick, "Police Offer Drivers Cards in Spanish," *Tacoma News Tribune*, June 27, 2004. The article describes the procedure of providing LEP Spanish speakers in Washington State with Spanish-language literature explaining traffic stops and addressing frequently asked questions.

⁹*Moreno v. State*, 944 S.W.2d 685, 688, 693 (Tex. Ct. App. 1997).

¹⁰Teri Figueroa, "Obstacles Arise when Interrogating Non-English Speakers," *North-County Times*, January 22, 2005, www.nctimes.com/articles/2005/01/24/news/top_stories/22_08_521_22_05.txt employee.

¹¹See *United States v. Martinez-Gaytan*, 213 F.3d 890, 891 (5th Cir. 2000).

¹²*Id.*

¹³*Id.* at 892.

¹⁴*Id.* at 893.

¹⁵Rebecca Waddingham, "Woman Testifies in Rape Trial," *Greeley Tribune*, January 26, 2005; Maria Sanchez-Traynor, "Woman Worries Translation Mistake Will Lead to Acquittal," *Greeley Tribune*, March 21, 2004; *People v. Aguilar-Ramos*, 86 P.3d 397 (Co. 2004).

¹⁶Commission for Minority Affairs, 2003 Findings from the Hispanic/Latino Ad Hoc Committee presented to Governor Jim Hodges, www.state.sc.us/cma/Hispanic_Report/htm/Public_Safety.htm.

¹⁷Juan Antonio Lizama, "Don't Hang Up: Training, Pocket Guides, 'Language Line' Help Emergency Workers Bridge the Gap," *Richmond Times-Dispatch*, November 5, 2003, H8.

¹⁸Anita Wadhvani, "Police Struggle with 'No Habla Ingles' Calls," *The Tennessean*, April 5, 2004, www.tennessean.com/local/archives/04/04/49428338.shtml.

¹⁹Based on the author's interviews with human trafficking victims in her former capacity as a federal prosecutor.

²⁰*Estate of Macias v. Ihde*, 219 F.3d 1018 (9th Cir. 2000), <http://caselaw.lp.findlaw.com/cgi-bin/getcase.pl?court=9th&navby=case&no=9915662>; Justin Pritchard, "Sonoma to Pay \$1 Million to Family of Woman Killed by Husband," SFGate.com, June 19, 2002; Rebecca Vesely, "Settlement Reached in Domestic Violence Trial," *Women's E-News*, June 18, 2002, www.womensenews.org/article.cfm/dyn/aid/944/. In one tragic incident, the *Los Angeles Times* reported that Los Angeles Police Department (LAPD) officers picked up an elderly LEP Korean immigrant who lost his way home, only to drop him off alone on city streets. The elderly Korean man was ultimately robbed and beaten to death after the officers dropped him off. The deceased victim's family was planning on filing a wrongful death lawsuit against the LAPD. See Julie Ha, "Serve, Protect, Translate: After a Lawsuit over the Death of a Man Who Spoke No English, L.A. Police Moved to Make Interpreters Available and Give Incentives to Bilingual Personnel," *Los Angeles Times*, April 30, 1999, B2.

²¹See, for instance, Dennis Andrulis, Nanette Goodman, and Carol Pryor, "What a Difference an Interpreter Can Make," a report sponsored by the Access Project, April 2002, at 10 (discussing "the business case for interpreter services"); see also Office of Management and Budget, "Report to Congress, Assessment of the Total Benefits and Costs of Implementing Executive Order No. 13166: Improving Access to Services for Persons with Limited English Proficiency," March 14, 2002, at 16-17, www.usdoj.gov/crt/cor/lep/omb-lepreport.htm. The OMB document acknowledges costs of language assistance measures but notes that "[i]ncreasing access to government programs may lead to cheaper, more targeted early intervention, avoiding long-term and more costly services to government and society," and encouraging standardized provision of language services over patchwork or ad hoc measures to result in efficiency gains.

²²See, for instance, *Fragante v. City of Honolulu*, 888 F.2d 591, 596 (9th Cir. 1989), which finds that English language ability and accent are "intertwined" with national origin. See

also Department of Justice, "Final Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibitions Against National Origin Discrimination Affecting Limited English Proficient Persons," 67 Fed. Reg. 117 (2002), which discusses case law finding that conduct having a disproportionate effect on LEP individuals constitutes national origin discrimination under Title VI.

²³DOJ Guidance, *supra*, 67 Fed. Reg. 117, www.lep.gov.

²⁴Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency," August 11, 2000 (emphasis added). The executive order also mandated that federal agencies themselves meet the same standard. The order is available at www.lep.gov.

²⁵Del Quentin Wilber, "D.C. Officer Unhurt in Exchange of Gunfire," *Washington Post*, February 19, 2005, B2.

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Suggestions for Possible Steps to Improve LEP Services

A Checklist for Officers

1. Carry your toolkit with the following components:
 - LEP directives or general orders
 - Number and access code of the telephonic interpretation service:
NUMBER: _____
ACCESS CODE: _____
 - "I Speak ___" language identification flashcards.
 - Department directory of interpreters, translators, bilingual employees, and other language resources
 - Translated *Miranda* warning cards and other vital forms that have been tested for accuracy
2. Avoid assumptions about an individual's LEP status: when in doubt, obtain language assistance.
3. Consider using an interpreter even with individuals who speak some English. Such individuals may find that their language abilities fail them in unfamiliar situations and circumstances.
4. Beware of assumptions regarding an LEP individual's first language: For example, not all Guatemalans speak Spanish; some individuals may primarily speak indigenous languages and may not be fluent in Spanish.
5. Use the "I Speak ___" cards to determine an LEP individual's primary language, even when you think you know the individual's language needs.
6. In situations involving illiterate LEP individuals, use creative measures to determine an individual's primary language. For example, some professionals have successfully used world maps and pictures of flags to determine an LEP individual's nationality. In addition, telephonic or other interpreters may be of assistance in determining the individual's first language.
7. While awaiting the arrival of an interpreter, bridge temporary communication gaps through the use of visual aids. However, overuse of pictures, hand signals, and other visuals can lead to miscommunication and inaccuracy. Limit your reliance on such methods to emergency situations.
8. Make sure the interpreter is sufficiently fluent in both English and the native Language. Does the LEP person understand the interpreter? Do you understand the interpreter? Do the LEP individual and the interpreter speak different dialects? Be particularly alert if the LEP individual appears confused or if many exchanges are needed to convey a simple point.
9. If appropriate, provide the interpreter or translator with relevant background information on the LEP witness, such as the individual's native country and town, educational level, speech or other particularities, and names or words likely to recur during the course of the investigation.
10. In sensitive situations, or where bias is suspected, ensure that the LEP person and the interpreter do not know each other. Similarly, ensure that they do not come from traditionally adversarial communities. The likelihood of familiarity increases if the both individuals are part of a small ethnic community. Avoid use of friends and family.
11. Always address the LEP person, not the interpreter, and look at the LEP person, not the interpreter, during questioning.
12. Use short, simple sentences when working through an interpreter. Avoid using slang words, run-on sentences, colloquialisms, and so on.
13. Monitor the quality and competence of your interpreter or translator by taking the following steps.
 - Learn more about your interpreter or translator's background, if time permits. Be sure to ask whether the interpreter or translator has any concerns or background issues you should know about.
 - Make sure that the interpreter understands his or her ethical obligations, including the need for confidentiality, impartiality, accuracy, avoidance of any conflicts of interests, avoidance of unnecessary communication with the LEP person, and the need to refrain from embellishing, editing, summarizing, or adding to the LEP individual's statement.
 - Check long uninterrupted dialogues between the LEP person and the interpreter.
14. Consider learning greetings and other common phrases in widely used languages in your community. Such measures break the ice and build trust. Do not rely on rudimentary language skills in non-casual interactions.
15. Attempt to build trust with LEP communities by conducting outreach. Consider organizing community events (such as personal and traffic safety workshops, home security seminars, or after-school youth programs) at cultural gathering spots and places of worship. Always use interpreters at such outreach events. Consult the June 2005 issue of the *Police Chief* for a feature on innovative LEP outreach programs in Monterey Park, California; Durham, North Carolina; and Florence, Kentucky.

Suggestions for Possible Steps to Improve LEP Services

A Checklist for Administrators

1. Ask your officers to keep track of the languages they encounter on the job.
2. Check with the school board, individual schools, religious organizations, legal aid organizations, and ethnic community organizations to ensure that you are not undercounting. (You can also log on to the demographics section of www.LEP.gov or the census Web site at www.census.gov/population/cen2000/phc-t20/tab04.pdf to find data on your community's LEP population.)
3. Survey your staff for bilingual employees and determine whether such employees can communicate with LEP individuals in their primary languages or assist in interpretation and translation, provided they receive the necessary training. Actively recruit bilingual staff and consider pay differentials for employees pulling double duty.
4. Locate and enlist free resources.
 - Determine the willingness of community volunteers to assist in the interpretation and translation effort, or, alternatively, to participate in a fee-for-service arrangement. Be sure to contact language teachers, university language professors, and similar individuals as you conduct your search. Explain up front that you may conduct a background check if the potential volunteer decides to assist.
 - Canvass sister police departments and other local government agencies for potential bilingual volunteers.
 - Approach ESL and other language teachers, professional interpreters, and bilingual staff to teach beat officers survival Spanish or basic skills in other widely spoken languages.
 - Ask the FBI and other federal law enforcement agencies for copies of *Miranda* warning cards and other commonly used documents in multiple languages. Make copies for officers to carry in their squad cars.
 - Log on to www.lep.gov for a variety of resources:
 - a. "I Speak ___" language identification flashcards: These flashcards, compiled by the Census Bureau, will enable officers to identify the language of literate LEP individuals with whom they come into contact. Make copies of the flashcards for your officers to carry in their squad cars. The cards are available at www.lep.gov under the Resources heading of the Recipients of Federal Funds section. In addition, national interpreter and translator organizations have partnered with Ohio law enforcement officials to produce portable, spiral-bound booklets with phrases in 59 languages to help officers identify an LEP individual's primary language. Learn how to access this booklet by visiting www.lep.gov/ocjs_languagecard.pdf.
 - b. A guide listing creative, cost-effective strategies that police departments can use to bridge the language barrier. The full guide can be found at www.lep.gov/tips_tools_92104.htm.
 - c. A checklist for monitoring an interpreter or translator's performance is available at <http://www.lep.gov/leptatool1.htm>.
 - The Department of Justice, Civil Rights Division, Coordination and Review Section (COR) provides technical assistance to police departments seeking to implement or refine their language assistance plan. Contact COR by calling 202-307-2222.
5. Create a guide identifying interpreters and translators, as well as the bilingual employees and community volunteers mentioned above, including languages spoken, competence level, contact information, and hours available.
6. Draft a language assistance policy and implementation plan for management after conducting the four-factor analysis. Distribute directives or general orders flowing from the plan to all staff. The plan and directives should explain how employees can access interpretation and translation services, the different types of services to be used in various situations (for instance, when to use telephonic interpreters, bilingual staff, community volunteers, or professional in-person interpreters), and what translated forms are available. Prioritize language services for complex matters and those involving serious consequences. Explain how employees can check the quality and competence of the interpreters they use, particularly those interpreters who are not professionally trained. Be sure to attach the directory of volunteers and bilingual staff to your language plan. Also be sure to include the telephone number and access code for any telephonic interpretation service you choose to use. To get started on your plan, use the planning tool available at www.lep.gov/law_enforcement_planning_tool.htm. You can view a sample LEP plan involving a law enforcement agency at www.co.summit.oh.us/sheriff/LEP.pdf. Go to pages 57–66 to find the LEP plan for the Summit County Sheriff's Office and the Lorrain County Police Department in Ohio.¹
7. Conduct periodic training on language assistance measures. Include language assistance training in the curriculum of incoming recruits. Explain how to access language services, strategies for monitoring the competence and quality of interpretation and translation, and the pitfalls of a failure to provide language services. (See (4)(c) above.)
8. Require bilingual staff and volunteer interpreters to take a proficiency exam, and engage in periodic retesting. Be sure these individuals are familiar with specialized terms and concepts (such as *Miranda* warnings) in both languages. Partner with members of professional interpreter and translator organizations, or refer to training materials produced by certain community groups to devise proficiency standards and exams. For more information, call the DOJ Civil Rights Division's Coordination and Review Section at 202-307-2222.

9. Post signs in widely spoken languages advising LEP community members who enter the department or precinct on how they can access interpreter or translator services.
10. Provide a recorded message in the most commonly spoken languages in your service area explaining how callers can obtain language assistance. Post this number at gathering spots where ethnic community members may congregate.
11. Factor language resource costs into your budget and planning process. Include interpreter and translator costs in grant applications.
12. Maintain and periodically update your LEP plan, directory of interpreters, and directives for officers, especially in response to demographic changes and personnel shifts.
13. Conduct outreach clinics at popular gathering spots to build trust with the different members of your community. Clinics can cover topics such as traffic safety, personal security, home security, fire prevention, and so on. Make sure an interpreter is present at such an event. Consult the June 2005 issue of the *Police Chief* for information on innovative LEP outreach programs in Monterey Park, California; Durham, North Carolina; and Florence, Kentucky.
14. Translate vital forms, including complaint forms, into commonly spoken languages.
15. Assemble an officer toolkit. Possible contents include the following:
 - The LEP directives or general orders
 - The number and access code of the telephonic interpretation service
 - "I Speak ___" language identification flashcards
 - The directory of interpreters, bilingual officers, and other language resources (see 5 above)
 - Translated *Miranda* warning cards and other vital forms that have been tested for accuracy

[†]This LEP plan provides but one example; reference to this plan constitutes neither an endorsement nor a recommendation that other law enforcement agencies adopt this plan.

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Day Laborers:

Improving the Quality of Life for Laborers, Employers, and Neighbors

By James Corwin, Chief of Police, Kansas City, Missouri

In the decade between 1990 and 2000, the U.S. Census Bureau reported a 95 percent increase in the Hispanic population in Kansas City, Missouri. Some reports estimate that approximately 80,000 undocumented persons reside in the greater Kansas City area. For residents and business owners in Kansas City, Missouri, the issue was the criminal activity and disorder associated with the daily congregation of documented and undocumented Hispanic men seeking employment as day laborers near the intersection of Southwest Boulevard and Summit Street in the city's Westside neighborhood.

All past law enforcement efforts to solve the problem had failed. If the Kansas City Police Department (KCPD) adopted a zero-tolerance policy, neighborhood residents and members of the Latino leaders felt KCPD was infringing on civil rights issues. If KCPD took a more laissez-fair approach,

the community then believed the police department was ignoring them and not taking their problems seriously.

The Street Corner Congregation

Daily there was a congregation of documented and undocumented Hispanic male immigrants near the intersection of Southwest Boulevard and Summit Street, an area that serves as the neighborhood's Latino Downtown, with restaurants, ethnic grocery stores, and retail outlets. This congregation created high foot and vehicle traffic. The intersection and a nearby parking lot at a liquor store have doubled as a destination point for newly arriving immigrants and as an unofficial ad hoc hiring site for day laborers for more than 50 years. But the number of men gathering each day at the site quadrupled in five years.

Quick Facts

Day Labor in the United States

Top five occupations: construction laborer, gardener and landscaper, painter, roofer, and drywall installer

- **49** percent hired by homeowners or renters
- **43** percent hired by construction contractors
- **36** percent are married
- **63** percent have children
- **52** percent attend church regularly
- **59** percent born in Mexico
- **28** percent born in Central America
- **40** percent have lived in United States for six years

- **75** percent are undocumented migrants

Source: University of California at Los Angeles, "On the Corner: Day Labor in the United States," by Abel Valenzuela Jr., Nik Theodore, Edwin Meléndez, and Ana Luz Gonzalez (January 2006). This national report profiles the phenomenon of day labor in the United States and can be read or downloaded from the following Web sites:

UCLA: www.sscnet.ucla.edu/issr/csup/pubs/index.php
University of Illinois at Chicago: www.uic.edu/cuppa/uicued

The amount of men grew from a small, manageable group seeking work to an uncontrollable mob with many criminals preying on the workers and others in the neighborhood. The neighborhood's quality of life suffered because of the loitering, public urination, drinking in public, and disorderly conduct. Many of these men would hang around for hours, drinking alcohol and using drugs. Graffiti, vandalism, and aggressive panhandling became commonplace. Criminals moved among the crowd and engaged in robberies, assaults, and narcotics trafficking. Burglaries of businesses and residences increased, as did shoplifting in the stores. Most of the workingmen were paid in cash, which encouraged an influx of street prostitutes to the intersection.

Children living south of the boulevard walked this route to schools, the library, and the community center, but residents and business owners felt powerless to do anything about congregation. The neighborhood was in distress.

Analysis of Problem

The retail segment of the area suffered financially as their customer base declined. Tourists were advised to stay away and the convention and visitors bureau advised the Westside Business Association there was little they could do to promote the Latino Downtown area until the businesses could

provide a safer environment. This area was among the leading sources of 911 calls for police services.

Problems were compounded because the citizens in this neighborhood did not generally call the police when they observed a crime. As one citizen said at a community meeting, "Don't bother calling the police, because they won't do anything for you. They will just cause you more trouble than they are worth."

With the absence of hard data or statistics, officers relied on informational meetings with business owners and community leaders, attended community meetings, and reviewed the limited crime statistics. Officers patrolled the neighborhood on foot when possible, often stopping to chat with residents and business owners in order to communicate and form positive relationships while gathering information relating to the labor site. Police and residents assumed that the undocumented workers alone caused the problems. Research revealed that local residents and documented workers contributed to the problems as well.

The stakeholders in this situation were identified as three distinct groups:

- **Group 1:** Area citizens and businesses
- **Group 2:** Documented and undocumented men willing to work
- **Group 3:** Documented and undocumented men not willing to work

Group 1: The concerns of the area residents and businesses centered on problems that caused the quality of life to deteriorate. They did not feel safe in their homes, in their businesses, or while shopping. The intersection's bad reputation had reduced economic growth in the area.

Group 2: The men willing to work were also concerned about the quality of life, but their priority was obtaining employment opportunities. They were frustrated by the lack of employment opportunities and were sometimes incorrectly labeled as members of group 3.

Members of group 2 believed that having a clear distinction between themselves and group 3 would increase the number of employers who would use their labor pool, thereby creating more jobs and ultimately raising the hourly wage received by the workers.

To motorists, some of the practices used by members of group 2 were unsettling. Looking for employment opportunities, they would often swarm vehicles stopped on the street or pulling into the parking lot. A common tactic was to run into the street as vehicles slowed down to stop for the traffic signal to ascertain whether the drivers wished to hire them. These actions contributed to vehicle crashes and would bring traffic to a standstill during the morning rush hour.


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Group 3: The men not willing to work had little regard for community standards. Some members of this group were criminals who would not change their behavior. Others in this group needed motivation to become productive.

Group 3 members would camouflage themselves among group 2 members and commit criminal acts with little or no detection. Using intimidation and physical violence, group 3 operated without fear of being reported to the police.

Public intoxication reached epidemic proportions among members of group 3. Some members of group 2 who did not find work filled idle time by drinking. The idle members of groups 2 and 3 were sometimes observed by police and citizens passed out on the sidewalks. They also urinated and defecated in alleyways and in residential yards. During summer nights, members of these groups crept into yards, where they would turn on outdoor faucets for drinking water or to shower nude using garden hoses. The more the community ignored the men, the more flagrant the behavior became. Some members of group 3 defiantly faced the streets when urinating on a public thoroughfare. If businesses called the police, retaliation was commonplace. Members of group 3 would vandalize the storefronts or automobiles if they suspected the owners had phoned the police.

Traditional Law Enforcement Approaches

Police tried several traditional approaches at the site:

- Aggressive patrol
- Aggressive arrest
- Immigration sweeps

One traditional technique required the officers working this area to spend 95 percent of their shift at the labor site implementing a program of aggressive policing. As a result, the assigned officers made up to 10 arrests a day. But it soon became clear that this type of enforcement was not a solution

to the problem. Aggressive enforcement failed for several reasons:

- It merely addressed the symptom and not the cause.
- Few men carried identification, making it easier for them to lie about their identity and provide false information each time an officer encountered them.
- An arrested offender would be released on bond or recognizance well before his prints were matched to his past arrests.

The latent print section at KCPD does not possess the capability to quickly identify offenders. If the offender did not encounter the same officer or use the same name, he did not have to answer in court for his offenses.

Communication with the men was difficult because of the language barrier. With this in mind, officers developed and compiled an arrest photograph book to ensure that an offender was booked under the same name each time he was arrested. If the subject used aliases, none of which were his true identity, the officers would use one of the aliases he had given and compile a new criminal history. The officers attempted to match past arrests to the subject and include those arrests on the criminal history. If the latent print section positively identified an offender, all information was then transferred to that file name.

Another obstacle to traditional law enforcement was the difficulty in determining which men were at the ad hoc labor site to find work and which were there to commit crimes. Some members of group 3 pretended to look for work by approaching cars when the police were observing them but seldom actually accepted work. Some worked to earn enough to buy alcohol or drugs and spent the rest of the day drunk or high, camouflaged among the other men. With constant monitoring, observation, and documentation, the officers were able to differentiate between the workers sincerely seeking employment and the men who were committing crimes.

The officers also observed men standing in the labor pool for up to six hours waiting for work without the availability of restrooms. As a result, members of groups 2 and 3 who urinated in public view were constantly breaking indecent conduct ordinances.

Another problematic issue was that jail did not affect the most flagrant offenders of city ordinances. Once arrested, they would spend two to eight hours in jail, eat, sleep, and be released with a signature bond. Incarceration was not a deterrent. For example, officers took the same subject to jail for drinking in public three times in one shift.

Another traditional technique found to be unsuccessful was the sweeps by Department of Homeland Security's Immigration and Customs Enforcement (ICE). ICE lacked the mandate, the staffing, and the resources to constantly monitor the area and make a meaningful change. Even if KCPD or ICE used all its resources and shut down the current site, groups 2 and 3 would be displaced and simply set up another hiring site at another location, taking with them all the inherent problems. In Kansas City, these sweeps bred hysteria and resulted in cries of victimization that created dissension and ill will toward the police. This prevented a much-needed relationship building between the Hispanic community and KCPD. Historically, the relationship between KCPD and the Hispanic community on the Westside has been filled with contention and mistrust, and the sweeps only exacerbated the situation.

Identifying a New Model

While conducting traditional policing actions, discussions were ongoing between the community and KCPD. The Westside Community Action Network, area residents and merchants, and the KCPD met to discuss solutions to the problems caused by the congregation. It became clear to the officers that the neighborhood wanted a respectful and humane way to successfully coexist with the day laborers. They wanted to address the conduct of the men individually and not automatically categorize all the men in the area as criminals or undesirables. The response to this problem gradually transitioned from the use of traditional police techniques to community-based policing.

After significant research about day-labor issues across the United States, police and community members decided that the solution might lie in the development of an environment where behavior could be monitored and controlled, if possible, by the workers themselves. For the first time, Kansas City approached the problem not solely as a law enforcement challenge but as an economic issue of supply and demand; the workers needed jobs, and employers needed workers.

Hiring Sites Nationwide

- **21** percent at day-labor worker centers
- **79** percent of hiring sites are informal: in front of businesses, in front of home improvement stores, at gas stations, on busy streets

Source: University of California at Los Angeles, "On the Corner: Day Labor in the United States," by Abel Valenzuela Jr., Nik Theodore, Edwin Meléndez, and Ana Luz Gonzalez (January 2006). This national report profiles the phenomenon of day labor in the United States and can be read or downloaded from the following Web sites:
UCLA: www.sscnet.ucla.edu/issr/csup/pubs/index.php
University of Illinois at Chicago: www.uic.edu/cuppa/uicued

A plan was formed whereby the KCPD and the Westside Community Action Network Center (CAN Center) would develop and oversee a site where the day laborers could congregate in a structured environment. A code of behavior would improve the safety and security of the community as well as the economic prospects of the workers and area businesses. Containing and structuring the day labor site would make it possible for officers to become familiar with the men and to discern between men interested in working and the men interested in criminal behavior. The officers would then respond with actions appropriate for the behavior encountered.

This process would provide a mechanism that helped to "separate the wheat from the chaff." Those men sincerely interested in working (Group 2) could separate themselves from those merely interested in criminal behavior (Group 3). Working with the CAN Center, the officers developed the goals, outline, and criteria for a Day Laborer Center (DLC). The officers knew that in order for the new DLC to be a success the following must occur:

The men must want to come to the new location.

The officers believed this would be accomplished by the services provided at the center. The WCAN Center offered the men the use of bathrooms, phones to reach employers, and shelter from inclement weather. In exchange, they were expected to behave appropriately and abide by the law. The men were expected to contribute to the community through free labor (introducing the concept of volunteerism and service to the community) by abating graffiti, picking up litter, mowing yards for elderly residents, and helping throughout the neighborhood. This helped promote the idea that the majority of men were indeed a part of the community and not members of group 3, the criminal opportunists.

All workers must use the new DLC.

Three months before opening the center, the officers distributed informational flyers in Spanish and English about the new location. Spanish-language radio and newspapers also informed the community about the new site. To prevent workers from continuing to gather at the ad hoc site near the liquor store, two officers were stationed at the liquor store site for the first six weeks of the new DLC operation to monitor and encourage compliance from workers. Police assumed that workers who did not move to the new location intended to engage in unlawful behaviors and not find employment.



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Employers must pick up the workers at the new facility.

Once the labor pool was relocated, employers seeking laborers had to come to the DLC. The concept was to provide a safe location that did not create traffic hazards.

The Use of Deportation

One primary concern was the estimated 35 to 40 hardcore substance abusers in group 3 who seldom worked but loitered at the labor site daily. They were responsible for most of the ordinance violations and were not deterred by incarceration in the city jail. Most of these men had entered the country illegally. Police called the local director of ICE and reported that although these men had not been arrested for significant crimes, they had a disproportionate negative effect on the quality of life for the residents in the area. The director agreed to investigate the residency status of those persons identified by the KCPD as habitual nuisances and criminals.

With the cooperation of the ICE, officers immediately identified the worst offenders of public nuisance laws. They were taken to ICE for deportation proceedings, showing this group that the criminal justice system had consequences they truly feared. This step improved the quality of life for the residents of the Westside, because the worst offenders were deported from the country and other offenders moved elsewhere to avoid deportation. The remaining men also knew that if they did not obey the law even minor violations could result in deportation. Unlike the sweeps, this effort was aimed at offenders, people who destroyed the quality of life for others. For the first time, the Westside Hispanic community praised ICE.

The DLC Grows

It was immediately apparent that the WCAN Center office, although it worked well in a limited outreach capacity, was not a location that could meet the future needs of the organization or work as the permanent DLC. Officers and members of the community identified the following as criteria for the new DLC site and WCAN Center:

- Good access to major thoroughfares
- Space to accommodate 200 men
- A nearby location to ease transition
- A location far enough away from the liquor store to deter men from going back to the old ad hoc gathering place
- Ample distance between the new center and most of the existing businesses and residences
- Such amenities as restrooms, showers, laundry facilities, lockers, a kitchen, and a meeting area
- Rent of no more than \$400 per month, including utilities

After an extensive site search, officers identified a vacant former machine shop that

met the criteria. Unoccupied for 15 years, this dilapidated building was a neighborhood eyesore with multiple building code violations. This building, located on a gateway intersection of the Westside neighborhood, was two blocks away from the liquor store and directly across the street from a covered public parking lot. This seldom used public parking lot had excellent access to the highway.

The officers contacted the owner of the building and explained the intended use of the space. The owner agreed to donate the building to the WCAN Center rent-free for five years.

Officers contacted representatives from a construction company for assistance. The construction company was convinced the DLC was a solution to an existing problem and a worthwhile community project. They agreed to rehabilitate the building pro bono. After one year of construction and the donation of construction services valued at \$150,000, the new Westside CAN Center opened without one dollar of taxpayer money being spent.

The opening of the new Westside CAN Center and DLC brought about remarkable results:

- A dilapidated building was brought into code compliance, transforming an eyesore to an attractive structure.
- Men no longer congregate along Southwest Boulevard.
- The traffic hazard of men running in the street after employers abated.
- Schoolchildren and residents no longer had to walk by hordes of harassing men.
- The habitual violators of laws and city ordinances were deported, and few returned.
- The problem of public urination, public defecation, and showering in neighbor's yards was all but eliminated.
- Prostitutes no longer gathered at the day labor site.
- Business sales increased. One business charted a 20 percent increase in sales and a 15 percent decrease in losses due to shoplifting and vandalism.

Benefits to the Police

Neighborhood cooperation with the police has increased. Calls to the CAN Center to report crime in the neighborhood have increased by 40 percent. Since implementation of the CAN/DLC, officers have gone from receiving no tips on criminal activity to a steady flow of information from the laborers on robberies, burglaries, and drug deals. Callers now trust the police enough to leave their contact information.

Internally, the district officers support this project and routinely patrol the area to help the assigned officers and to ensure the DLC success. Now, only two officers work out of the CAN Center and monitor the DLC, requiring approximately 60 percent

of their work hours. This is significantly less than the 95 percent of their work hours spent doing aggressive enforcement at the old ad hoc labor site without solving the problem. This extra time allows the officers to focus on other areas of the community that need attention.

The CAN Center began issuing identification cards designed to enable the police to identify the men and establish an emergency contact, either locally or in their country of origin. In turn, the card will help them cash their checks and they will be able to present the card to obtain permanent housing. These cards also allow the police department to compile a database of names and photographs of several hundred men who are in the Kansas City area that ordinarily would not have IDs. The database also has been useful in identifying suspects involved in crime throughout the Kansas City area.

After one year of operation, 911 calls for service dropped more 50 percent in Kansas City's Westside neighborhood. Although the officers anticipated a significant reduction in crime with the opening of the center, the economic growth that was stimulated by program was not anticipated. For the first time in 40 years, there is a bank on Southwest Boulevard, directly across the street from the old ad-hoc labor site. The president of the bank attributes the CAN Center and the day labor program with creating "a safe and inviting place to do business."

Benefits to the Men

The men are policing themselves and turning in rule breakers. This simple change in attitude has created an environment where employer and employee can engage in acquiring the necessary labor and employment safely and orderly.

When the workers do not find employment for the day at the DLC, they are volunteering their labor to the community. They work throughout the Westside painting over graffiti, picking up litter on the boulevard, cutting the grass of elderly residents, and maintaining the flowerpots along the boulevard. They also maintain the CAN Center and the DLC by cleaning it daily. Service to the community allows the men to contribute something positive.

Addressing the Problem Locally

Because ICE lacked the federal mandate and funding to deport an individual solely on the basis of his or her immigration status, and because the neighborhood has strong emotional and historical ties to the migrant community, the police department was aware that displacement was not a viable option or solution to the problem. The department formed a partnership with the community that included the day laborers and had countless hours of meetings

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and strategy sessions. As a result, all parties involved benefited. The neighborhood benefits because crime is down and the quality of life on the Westside has risen. The residents who strongly identify with the men are gratified that the men are in a safe healthy environment. They have attributed this to the work by KCPD. The businesses win because sales have risen significantly. The men win because they have a sense of community and belonging. And the police department wins because the Westside is no longer among the areas that produce the most 911 calls for service in Kansas City.

Although the origin of the police department's challenges was the result of federal immigration policy, the Kansas City Police Department and the Westside neighborhood realized it was up to them to solve local problems. It is clear that at this time the federal government cannot engage in mass deportation based solely on immigration status. As long as KCPD used the excuse that "these people are undocumented and should be deported" and failed to come up with a viable solution, the whole community suffered. Police and residents now accept that day laborers, documented or undocumented, are a part of the community and will most likely become long-term residents. This realization allowed the community to move toward resolving quality-of-life issues. A once disenfranchised community now thrives. This could not have been accomplished without the assistance of the community on every level. ❖

For further information about the day-laborer solution developed in Kansas City, Missouri, call or write to Officer Matthew Tomasic, Central Patrol Division, Kansas City Police Department, 1120 E. Linwood, Kansas City, MO 64109 USA; phone 816-842-1298; e-mail mtomasic@kcpd.org.

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A Comprehensive Approach to Reducing Demand for Services

Akron Police Department: Our mission is to serve the community of Akron in a collaborative effort to enhance the quality of life through crime prevention, enforcement of laws, promotion of safety, and reduction of fear.

By Michael Matulavich, Chief of Police, Akron, Ohio

Quick Facts

Akron, Ohio

| | |
|-------------------------|------------|
| City population | 217,074 |
| Metropolitan population | 694,960 |
| White | 67 percent |
| Black | 29 percent |
| Hispanic | 2 percent |
| Other | 2 percent |
| Median age | 34 |

Akron Police Department

| | |
|----------------|-----|
| Employees | 520 |
| Sworn officers | 477 |
| Civilians | 43 |

Working with the community, the Akron Police Department developed a strategic crime control plan. The plan establishes 29 internal primary tasks that the department must complete to ensure that the community's expectations of the police department are met. These tasks include the following:

- Responding to calls for service in a way that effectively prioritizes calls, captures data needed to make decisions, promotes beat integrity, and provides high citizen satisfaction
- Establishing ownership of beats by patrol officers and providing them with the time to address beat-level problems, while still maintaining an effective response to calls for service
- Achieving the best possible results through a total-agency effort that assigns solvable cases for investigation, improves case quality, and establishes a process for dealing with repeat offenders
- Improving the human resources function to help bring the best possible employees to the department, train the newly hired employees, and give them feedback on their performance to promote career development
- Implementing an organizational structure, communication mechanisms, and a management information system designed to strengthen accountability
- Establishing a formal telephone report officer program geared toward reducing the number of calls for service

for patrol officers so that they can use their time conducting proactive patrols and solving problems

Faced with high incident of calls for services and limited resources to answer the calls, the Akron Police Department had to find a comprehensive method of providing quality service. Using information system data, the department conducted a detailed analysis of the calls for service. The analysis considered the nature of the calls and the time spent on them as well as the locations that were generating disproportionate number of calls. The data established what the beat officers already knew, namely, that for some addresses the police had responded to calls more than 100 times in one year.

It became clear that the department shared some of the responsibility for fixing the problem. In order to make changes, the department had to work smarter. To work smarter, the Akron Police Department employed specific strategies and engaged the community's help to reduce demand for services.

The Research

The department formed committees of line officers, first-line supervisors, and in some cases civilians to analyze the calls that consumed an inordinate amount of police resources. Some calls drain resources by the high frequency of their occurrence, and others deplete resources due to the amount of time it takes to handle the call. Ultimately,

the committees recommended ways to reduce the demand for certain services in certain places and to improve the way those services were provided.

Landlord Education

Information developed through Akron's network of civilian block watch captains led police to believe that people living in rental properties were committing most of the neighborhood crimes. Police identified high crime areas throughout the city and then pinpointed the location of rental properties in those areas.

After tracing ownership records through the city health department, the police department compiled a mailing list of owners of the affected rental properties. Police then invited those owners to a meeting to discuss ways the owners, neighborhood residents, city agencies, and the police department could reduce crime committed by renters.

At the event, police shared crime data and general information about crime. A representative from the Fair Housing Advocate Association spoke about landlord-tenant rights. A civil court magistrate made a presentation on the eviction process. A city prosecutor informed attendees on the city's nuisance abatement law, and members of the police department provided instruction on how to better design applications and screen applicants.

More than 200 landlords attended the seminar, representing more than 1,000 of the city's rental properties. The feedback was overwhelmingly positive. This effort was an influencing factor in the lowering growth rate of our calls for service.

Modifying Theft Reports from Convenience Gas Stations

The committee's research found that approximately 500 misdemeanor theft reports were taken from convenience gas stores each year. In many of these cases, the stores did not wish to prosecute and were only filing the report for insurance purposes. Police discovered that the original call takers were recording much of the same information that officers were taking down while completing the incident report at the scene. Akron adopted a new policy to eliminate this redundancy. When there was no suspect to arrest and the station owners did not wish to pursue prosecution, the original call to the communication center would serve as documentation for the theft. A tracking number is issued to the call for verification purposes and the necessary insurance filing. But in those cases where a convenience store wanted to prosecute, the department would dispatch an officer to the scene.

To implement this change, the police department worked with the store managers. Letters were sent to each store detailing the new reporting process. Store managers

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References available from NY City Policemen and Firefighters.



Akron Police Department Values and Principles

Honesty and Integrity

We will model a high standard of honesty and integrity in our personal and professional lives.

Fairness

We will assure fair and impartial treatment of all individuals in the department and the community we serve.

Competence

Through continuous improvement, we will set a standard of excellence for delivery of law enforcement services in our community.

Trust

We will enhance trust, teamwork, and communication by cooperating with each other and the community.

Respect

We will treat everyone with dignity and respect and protect the constitutional rights of all citizens.

were invited to attend an orientation session, where the concept would be presented in detail and provide the manager with an opportunity to ask questions and determine how the process would work with their company's policies. Store managers have expressed their support for the transition

and this new initiative spares the resources it would take to write 500 incident reports each year.

Providing Report Writing Training to Local Retailers

The committee researched shoplifting and

theft calls from local retailers as a frequent and labor-intensive type of service call. To reduce the amount of time street officers spend on these calls, police offered to teach retail employees what information to gather. Police officers conducted the training in high-incident stores. Store personnel welcomed the instruction and understood that the information could easily be compiled during the time they were waiting for the officer to arrive. This collaboration saved considerable amount of patrol time.

Increasing Traffic Enforcement at Frequent Crash Sites

Traffic crashes are labor-intensive service calls. Reducing their number would save a considerable amount of time. With that in mind, police developed a ranking of locations in the city contributing a high proportion of traffic crashes. The department then dedicated additional resources to perform enforcement at these areas to reduce the number of vehicle crashes. The city received a state grant that helped the department undertake this initiative. This initiative was successful: there were 600 fewer incidents after the program.

Reducing Mental Health Calls

Akron has a crisis intervention team that comprises 66 officers. Team members undergo 80 hours of training in how to deal

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THE POLICE CHIEF/APRIL 2006

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with individuals suffering from mental illness. After analyzing the calls for service, the department decided to improve the program. The police department formed alliances with the mental health community to consolidate resources. Police identified the addresses that were generating a higher number of mental health service calls so that an outreach program could be undertaken to reach those citizens in need. Personnel were dedicated to follow up on the progress of the individuals residing at these addresses. Many afflicted individuals now receive the proper attention and treatment for their affliction rather than having to be sent to jail when a 911 call is placed. The agency received 244 fewer calls in the following year.

Attacking Repeat Call Locations

Research of repeat call locations identified 37 addresses that required 1,967 police responses in a 12-month period. That is an average of 53 calls per year at each of those locations. In order to reduce these numbers, officers were assigned to analyze each site and develop a strategy for successfully reducing the number of repeat calls for service. Each location would have specific program with defined objectives to reduce the service calls. This effort resulted in a 57 percent reduction of calls for service at the problem addresses.

Reducing False Alarm Calls

A committee identified false alarms as a drain on resources and came up with a method to reduce the number of false alarms. Officers meet with personnel from the city licensing bureau, the agency responsible for monitoring false alarms and assessing fines in Akron. Together, police and licensing agents determined that many alarm users in the city were not properly licensed. The police department identified unlicensed alarm systems and worked with property owners to bring those systems into compliance with the city's alarm licensing requirements. Next, fines for false alarms requiring police response were levied more expeditiously. These efforts have reduced false alarm calls by 10 percent.

Residential Speeding

An area that generated a high number of calls for service was residential speeding. Patrol units that are dispatched on these calls usually arrive after the incident is over and officers can do little at the scene. To reduce the number of such calls and to address residents' concerns about unsafe driving in their neighborhoods, the department started a warning letter program. It informed the public of the program through the existing block watch captain network, and a newspaper article publicized the program.

Under the program, the police encour-

aged residents who observed a traffic violation to obtain the license plate number of the speeding vehicle and provide it to the police department when they called in their complaint. The police department then determined the registered owner of the vehicle and sent a letter to the owner informing them of the complaint. Police believe the program has encouraged drivers in Akron to watch their speed, and the program gives parents an extra set of eyes to monitor the behavior of their driving teenagers.

Prostitution Reduction Campaign

Calls related to the problem of prostitution were rising. To attack the problem, the department used several approaches. The police department once again partnered with the community and formed a committee that included several citizens to create a comprehensive plan of attack. This plan sought out prosecutors and judges to expedite the prostitution cases. The jail was asked to make space available in order to hold violators, even if it was only temporarily, to serve as deterrent. These activities were supplemented with increased enforcement efforts and undercover sting operations. The number of prostitution arrests increased by 26 percent, and the number of incoming prostitution complaint calls decreased by 15 percent. In addition, officers are observing a reduction in the number of men cruising the

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targeted areas known for prostitution.

Juvenile Intervention

Police in Akron consider juvenile intervention programs important crime reduction programs. The department partnered with the juvenile detention center and started a victim-offender panel. At the same time, the department committed more resources to the juvenile diversion program to help reduce juvenile crime. Additionally, the department continued to move forward with the Knaff (Kids Need a Firm Foundation) program, named after Officer George Knaff, who was killed in a traffic crash. The Knaff program intervenes in the lives of juveniles who are living in difficult environments. Officers and various members of the community interact with the at-risk juveniles and serve as positive role models. These adolescents are mentored and given guidance to develop a solid value system and increase their self-esteem. The department also has the Reach One, Teach One and Do the Right Thing initiatives. These programs are having a positive effect. Juvenile complaints decreased by 8 percent in 2004.

Reorganizing Internally

Even as it implemented the highlighted programs, the department was making internal changes designed to make police operations more efficient and help offi-

cers and managers work smarter with the resources available.

A major change was new district lines. Reallocating the districts had not been done in more than 60 years and the workload parity needed improvement. Redrawing the district lines was accomplished by a committee of one sergeant, six officers, and a civilian. They analyzed call-for-service data and performed driving time trials to ascertain whether response time would meet specifications. The result is balanced workloads in the districts. Since redrawing the boundaries, the department has assisted four different cities that were planning their own redistricting process.

Another major change was assessing calls for service on each shift. Based on this analysis of service calls, the shifts were reallocated with personnel and staffed with sufficient officers to handle the demands for services. Today, the on-duty staffing availability nearly mirrors the hourly demand for service.

What Lies Ahead?

Internal reallocation, enforcement tactics, crime prevention strategies, and community involvement—these initiatives are helping police in Akron provide quality service with limited resources. Recently, the department started a program where officers make presentations in high schools teaching students

about how to conduct themselves during a traffic stop. Simply explaining to students why officers approach them in a certain way fosters an understanding of traffic enforcement procedures and helps make traffic stops safer for officers and young motorists.

Another initiative is focusing on domestic violence. Akron has tracked the addresses that have been generating a higher number of domestic dispute and domestic violence calls. The department is partnering with the local battered women's shelter and other agencies that regularly deal with domestic violence. Together, the initiative will reach out to the people residing at these locations to offer free counseling and other intervention resources.

The prospects for these forthcoming initiatives are good. Police focused on calls for service in five categories, and those calls make up 25 percent of total calls for service. In a 12-month period, demand reductions occurred in all five of these categories. As an added benefit, based on internal and external feed back, the quality of service provided is even better than it was before implementation of the initiatives.

Officers and managers in the Akron Police Department have become better processors and sharers of information. The department has reduced the demand for calls for service and provided needed services more efficiently. ❖

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Administration

(see pages 126-129)

Communications

(see pages 129-131)

Computer hardware

(see page 131)

Computer software

(see pages 131-136)

Emergency response

(see pages 136-138)

Investigation

(see pages 138-140)

Personal equipment

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Security

(see pages 141-142)

Tactical & protective equipment

(see pages 142-145)

Traffic enforcement

(see pages 145-146)

Training

(see pages 146-149)

Transportation

(see pages 149-152)

Uniforms

(see pages 152-154)

Weapons

(see pages 154-155)

Administration

A005 Agency standards
A007 Alcohol/drug education products
A010 Architects/designers/space planners
A020 Assessment centers
A030 Audio-visual equipment
A040 Awards/medals/plaques/trophies
A050 Boards, bulletin/display
A055 Collision reporting services
A060 Community programs
A070 Conferences, educational
A080 Consultants
A085 Departmental promotions
A090 Detention, jail equipment
A095 Document destruction
A100 Executive placement services
A105 Facilities, design/build
A110 Filing/storage systems
A115 Financial services
A120 Flags/pennants
A130 Identification, personnel
A140 Insurance, liability
A150 Insurance, life/health
A160 Jewelry/gifts
A170 Lockers
A180 Microfilm recording systems
A190 Office equipment/supplies
A200 Parade equipment
A210 Personnel screening/testing
A220 Physical fitness/gym equipment
A224 Policy/procedure manuals
A227 Public education materials
A230 Robots, public service
A240 Safes/vaults/locks
A247 Translation services
A250 Treatment services, chemical dependency/stress
A260 Victim services

Communications

B010 Amplifiers/bridges/filters/multiplex systems
B020 Antennas
B030 Batteries
B040 Batteries, chargers/analyzers
B050 Consoles
B060 Dispatch systems, E911/CAD
B070 Facsimiles
B072 Furniture, conventional/ergonomic
B080 Headsets
B085 Heads-up display
B087 Interoperability
B090 Mobile communications/MDTs
B100 Mounting equipment/hardware
B110 Paging systems
B120 Public address equipment
B130 Radios/accessories
B140 Recorders, audio
B150 Repeaters

B160 Scanners
B170 Scramblers
B180 Surveillance
B190 Switching/control equipment
B200 Tape storage equipment
B210 Tape, magnetic
B220 Telephone
B230 Weather notification

Computer Hardware

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

Computer Software

C045 911/E911
C050 AFIS
C060 Arrest/booking
C063 Artificial intelligence
C070 Automatic vehicle locators (AVL)
C075 Case management
C078 Community policing
C080 Composite sketching
C090 Computer-aided dispatch
C098 Crime analysis
C100 Crime scene analysis
C101 Data mining
C102 Data recovery
C105 Domestic violence tracking
C110 Emergency management
C120 Fleet management
C130 Gang tracking
C140 Geographic information
C142 Gunshot location
C145 Incident-based reporting system
C150 Information sharing/NCIC
C152 Internet services
C155 Investigative
C158 Mapping
C180 Narcotics investigation
C185 Network
C190 Offense records
C195 Online services
C200 Personnel management
C202 Personnel scheduling
C204 Photo identification
C210 Property/evidence management
C215 Public records
C220 Records management
C230 Report writing
C235 Supplies
C237 Terrorism
C240 Traffic accident investigation
C250 Traffic/parking violation management
C260 Training
C270 Uniform Crime Reports
C280 Warrant records

C290 Weapon tracking

Emergency Response

D010 Alarms, evacuation
D020 Ambulances/accessories
D030 Blankets
D040 CPR mannequins
D050 CPR masks
D055 Defibrillators
D060 Fire controls/extinguishers
D070 First-aid products
D080 Flares/guns/cases
D090 Flashers
D095 Gas detectors
D100 Generators
D110 Hazardous materials equipment
D120 Hospital equipment
D130 Lights, emergency
D135 Portable weather stations
D140 Rescue/disaster equipment
D142 Resuscitation equipment

Investigation

E005 Barrier tape
E010 Binoculars
E018 Cameras, digital
E020 Cameras, general purpose/accessories
E030 Cameras, identification/mug
E040 Cameras, surveillance
E050 Cameras, video
E060 Countermeasure devices
E070 Crime scene processing equipment
E075 DNA test kits
E077 DNA testing services
E080 Dogs, training
E090 Dogs, training/handling equipment
E100 Dolls, anatomically correct
E110 Evidence collection
E120 Evidence storage/security
E130 Facial composite kits
E140 Fingerprint kits
E145 Forensic DNA testing services
E150 Forensic test equipment/kits
E155 Gunshot residue test kits
E160 Laboratory equipment/supplies
E170 Laboratory services
E180 Lights, special purpose
E190 Marine/diving equipment
E200 Mirrors, surveillance
E202 Night vision systems
E205 Noise instruments
E210 Photography, darkroom equipment/supplies
E220 Photography, film
E230 Photography, film editing/processing/splicing
E240 Polygraph equipment
E250 Recorders, audio
E260 Recorders, video
E270 Scales

Category Listing

E280 Surveillance equipment
E285 Thermal imaging systems
E290 Tracking devices
E300 Voice analyzers
E305 Voice stress analysis

Personal Equipment

F010 Badge cases
F020 Badges/shields
F030 Batons/baton carriers
F040 Belt buckles
F050 Clipboards/holders
F055 Duty equipment, accessories
F060 Flashlights
F070 Infectious disease protection equipment
F080 Lock-opening devices
F085 Notebooks
F090 Restraint/defense devices
F100 Weapons, personal impact

Security

G010 Access control devices/systems
G020 Alarm systems/intrusion detection systems
G030 Cameras, CCTV/security systems
G040 Communications, security systems
G050 Deterrent systems
G060 Enclosures/guard houses
G067 Glass protection film
G070 Glass, bullet-resistant
G080 ID systems/badges
G090 Metal/weapons detectors
G100 Mirrors
G110 Monitors, radio/TV/telephone
G115 Plastic, bullet-resistant
G120 Security devices/systems

Tactical & Protective Equipment

H010 Armor, architectural
H015 Armor, other
H020 Armor, soft body
H030 Armored clipboards
H040 Armored shields
H050 Ballistic materials
H060 Barricades
H070 Bomb detection
H080 Bomb disposal
H085 Cases, protective
H090 Chemical munitions
H100 Entry devices
H110 Gas masks/accessories
H120 Goggles, safety
H130 Grenade launchers
H135 Gun retention device
H140 Helmets
H150 Helmets, communication systems
H160 Helmets, face shields
H170 Hoods, fire retardant
H180 Lights, special purpose

H190 Robots, tactical
H200 Scopes/sights

Traffic Enforcement

J010 Alcohol/drug detection devices
J020 Immobilizers
J030 Measuring devices
J040 Parking enforcement equipment
J050 Parking meters/supplies
J053 Pedestrian safety equipment
J055 Red-light cameras
J060 Signs
J070 Speed detection equipment
J075 Standardized field sobriety test
J080 Templates, accident reconstruction
J085 Tint meters
J087 Tire deflation devices
J090 Traffic batons
J100 Traffic control systems
J110 Traffic markers/cones/flashers
J120 Traffic ticket forms
J130 Whistles

Training

K010 Books/manuals/periodicals
K020 Courses/schools/seminars
K030 Defensive tactics
K035 Devices/aids
K040 Driver
K050 Emergency medical services
K060 Equipment
K070 Films/slides/videos
K080 Firearms
K090 Interrogation/investigation
K100 Legal
K110 Management
K115 Polygraph
K120 Rescue
K130 Tactical

Transportation

L010 Aircraft/accessories/parts
L015 Alarms
L020 Batteries/auto parts
L030 Bicycles
L040 Bicycles, registration/identification
L050 Boats/accessories
L060 Command centers, mobile
L070 Consoles
L080 Decals
L090 Helicopters
L100 Lights, mounted
L110 Motorcycles/accessories
L120 Motor scooters
L130 Mounting hardware
L140 Partitions/screens/shields
L142 Push bumpers
L150 Recording systems, audio/video in-car
L160 Seat organizers
L161 Seats, specialty
L170 Sirens

L180 Theft prevention devices
L190 Tires
L200 Trunk organizers
L210 Vehicle accessories
L220 Vehicle modification, custom design
L225 Vehicle tracking systems
L230 Vehicles, armored
L235 Vehicles, electric
L240 Vehicles, patrol
L250 Vehicles, prisoner transport
L260 Vehicles, special purpose
L270 Video surveillance

Uniforms

M010 Apparel, fire-retardant
M020 Apparel, fluorescent/reflective
M030 Apparel, rainwear
M035 Apparel, undergarments
M037 Duty equipment accessories
M040 Emblems/insignia/nameplates
M050 Footwear
M060 Gloves
M070 Handbags/purses
M080 Uniform accessories
M090 Uniform blazers
M100 Uniform belts
M110 Uniform caps/hats
M120 Uniform coats/jackets
M123 Uniform fabrics
M130 Uniform pants/shirts/skirts
M140 Uniforms, custom design
M150 Uniforms, detainees/inmates
M160 Uniforms, riot/SWAT

Weapons

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

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Advertisers in this issue are identified by a check mark ✓ and red type. Page-number references are provided along with the alphabetical listings in the Directory section; please refer to the advertisements in this issue for further information about these companies' products and services.

To locate a given company's complete mailing address, as well as phone, fax, e-mail, and Internet addresses, turn to the Directory section, which begins on page 77. Page-number references for all advertisers in this issue are provided in this section.

To determine the nature of each company listed, the following codes have been provided throughout the *Buyers' Guide*:

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Phone: 513/891-1888, Fax: 513/891-1892
E-mail: sales@intelligentsignals.com
Internet: www.intelligentsignals.com

✓21st Century Robotics Inc M

921 Master Dr
Monroe GA 30655 USA
Phone: 770/995-ROBOT, Fax: 770/207-7921
E-mail: info@21stcenturyrobotics.com
Internet: www.21stcenturyrobotics.com
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308 Systems Inc M-SC

2637 Wapiti Rd
Ft Collins CO 80525 USA
Phone: 970/282-7006, Fax: 970/282-7015
E-mail: info@308systems.com
Internet: www.308systems.com

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Modesto CA 95356 USA
Phone: 866/451-1726, Fax: 209/527-1511
E-mail: jcrist@511tactical.com
Internet: www.511tactical.com

911Graphics.com D-DS-M

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Louisville KY 40299 USA
Phone: 800/227-0059, Fax: 502/491-2066
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Internet: www.911graphics.com

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Loveland CO 80537 USA
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E-mail: inquiries@a4stech.com
Internet: www.shiftwatch.com

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Philadelphia PA 19103 USA
Phone: 215/732-3349, Fax: 215/545-1773
E-mail: truthdoctor@polygraph-training.com
Internet: www.polygraph-training.com

Accident Support Services Intl Ltd..... DS-SC

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Toronto ON M9L 1X9 CANADA
Phone: 877/895-9111, Fax: 416/745-5555
E-mail: ssanderson@accsupport.com
Internet: www.accsupport.com

Accurint for Law Enforcement

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E-mail: lawenforcesales@accurint.com
Internet: www.accurint.com

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Broomfield CO 80021 USA
Phone: 888/259-6173, Fax: 303/785-3969
E-mail: acxiominsightinfo@acxiom.com
Internet: www.acxiominsight.com
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Lawrence MA 01843 USA
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E-mail: sales@adamsonindustries.com
Internet: www.adamsonindustries.com

Administrative Officers Mgt Program S

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Raleigh NC 27605 USA
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Internet: www2.chass.ncsu.edu/aomp

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Farmingdale NY 11735 USA
Phone: 800/871-1244, Fax: 631/249-2049
E-mail: klovell@admitcomputer.com
Internet: www.admitcomputer.com
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Advanced Interactive Systems DS-M

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Seattle WA 98188-3321 USA
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E-mail: info@ais-sim.com
Internet: www.ais-sim.com

Advanced Public Safety Inc DS-G

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Internet: www.aps.us

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Internet: www.advancetec.com

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Internet: www.advantageemblem.com

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Beaverton OR 97008-6435 USA
Phone: 503/644-8988, Fax: 503/641-6105
E-mail: aedec@comcast.net
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Internet: www.aegison.com

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Internet: www.aes-intellinet.com

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Internet: www.aetcoinc.com

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Internet: www.airaya.com

Airborne Law Enforcement Assn F-SC3

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Internet: www.akerleather.com
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Internet: www.acs-corp.com
- All State Police Equipment..... DS**
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Internet: www.allstatepolice.com
- All Traffic Solutions M**
PO Box 10085
State College PA 16805 USA
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E-mail: sales@alltrafficsolutions.com
Internet: www.alltrafficsolutions.com
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Internet: www.allstarknowledgesystems.com
- Altama FootwearDS-M-OL**
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Atlanta GA 30319 USA
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Internet: www.amchar.com
- American Auto Gyro**
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Phone: 801/973-0177, Fax: 801/973-4027
E-mail: sales@groenbros.com
Internet: www.americanautogyro.com
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Severna Park MD 21146 USA
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Internet: www.americanblimp.com
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- Phone: 909/947-4747, Fax: 909/947-4785
E-mail: cmello@americanc.com
Internet: www.americanc.com
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Anaheim CA 92806-6073 USA
Phone: 714/940-6370, Fax: 714/940-4920
Internet: www.americanhomelandsolutions.com
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Internet: www.bombdetection.com
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Internet: www.americanlocker.com
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- Ammo-Safe Inc D-DS-EI-M-MO-OL-SC-SR**
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Internet: www.ammo-safe.com
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Internet: www.amrdigital.com
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El Monte CA 91731-5001 USA
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Internet: www.amrel.com
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San Diego CA 92121
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Internet: www.anonymizerinc.com
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Internet: www.avt-usa.com
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Internet: www.berettausa.com
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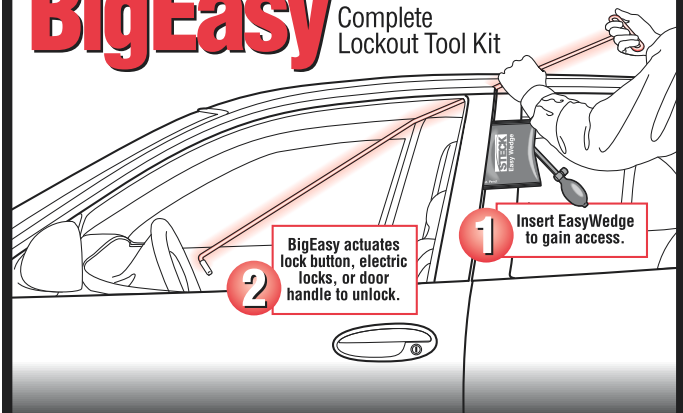
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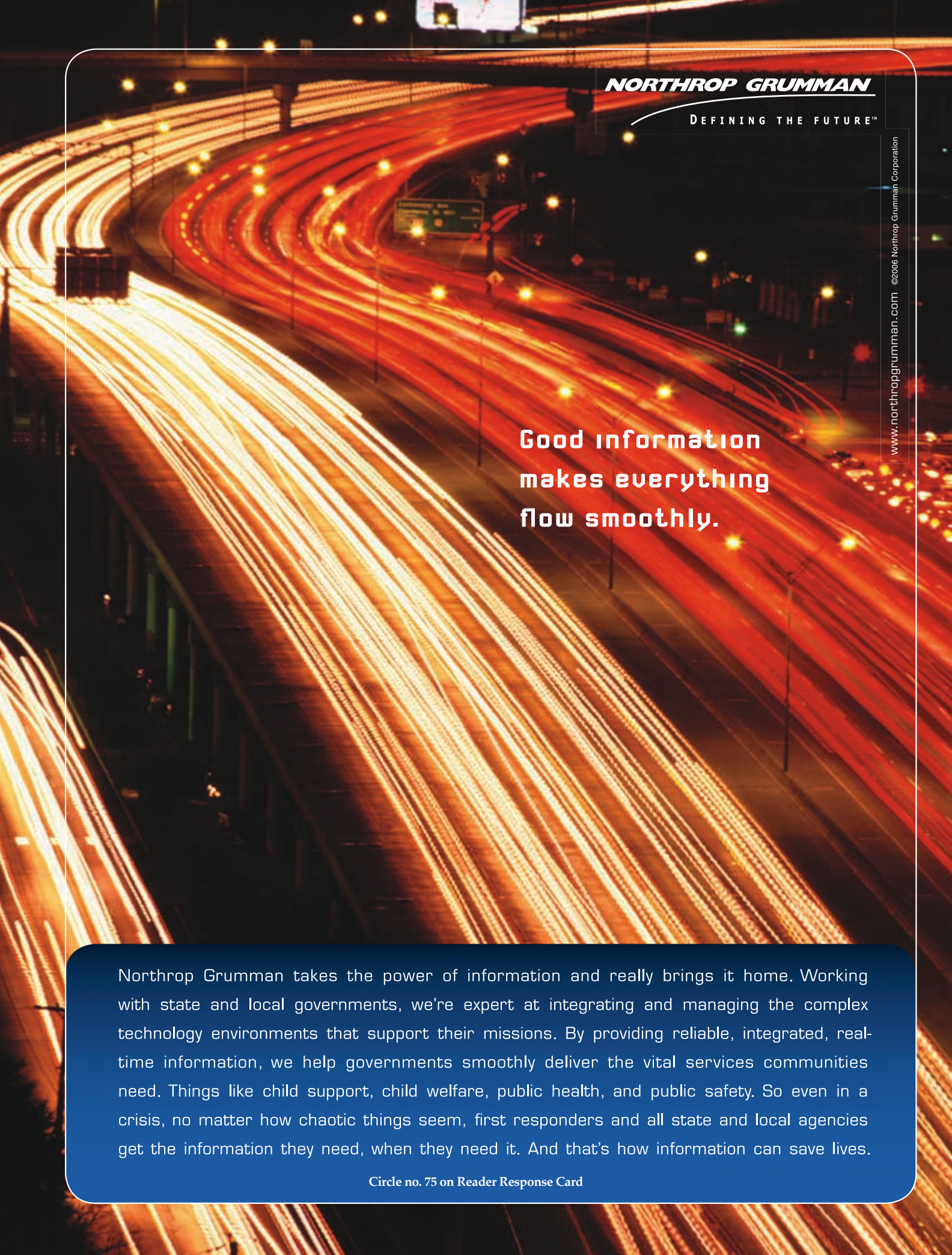
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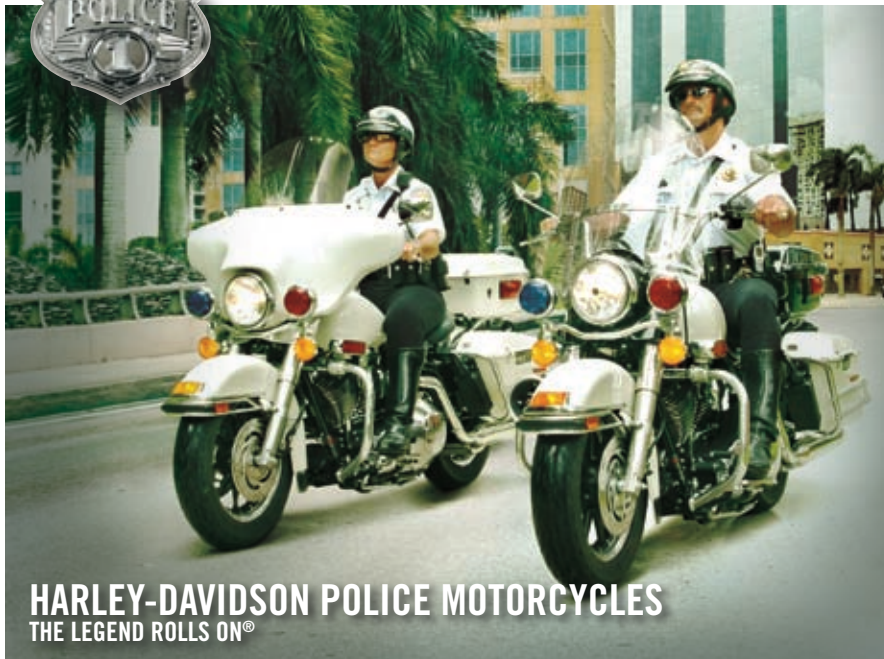
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CRIME VICTIMS HAVE RIGHTS TOO!



As a law enforcement professional, you make sure the rights of the accused are protected. But did you know that crime victims have rights, too? There are laws to protect the victims of crime and programs available to help them cope with the consequences of a crime.

To learn more about crime victims' rights and services, visit the Office for Victims of Crime Web site at www.crimevictims.gov or contact the organizations listed below.

For more information on frauds, visit www.lookstoogoodtobetrue.com.

Your local U.S. Postal Inspector can assist you and any consumer fraud victim in your community. To contact the Postal Inspection Service and to order "All the King's Men," a free DVD on victims' rights, visit www.usps.com/postalinspectors.

Help pick up the pieces.

Information and Referrals About Victims' Rights, Services, and Criminal & Juvenile Justice Resources

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| TDD | 800-2-A-CHILD | National Organization for Victim Assistance..... | 800-TRY-NOVA |
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 ✓ ePoliceDepartment Inc M-P-SR-OL
 Kardex Systems Inc M
 Net Transcripts Inc SC-OL
 Salsbury Industries Mailboxes DS-M
 Spacesaver Corp M
 Wright Line LLC

A115 Financial services

Costrecovery Corp SC
 State Employee Benefits Group

A120 Flags/pennants

✓ E-Z Up Intl Inc M
 ✓ Glendale/Paradestore.com D-MO
 Reef Industries M
 Trademark Graphics M

A130 Identification, personnel

Comnetix Inc M-SC
 Identicom Technologies Inc D-SC
 IdentiSys D
 Intelli-Check Inc DS-M
 ✓ Progressive Microtechnology Inc D-DS-M
 ✓ Reeves Co Inc M-MO
 Stanard & Associates Inc P-SC

Viisage
 Zebra Card Printer Solutions DS-M
 Zebra Technologies M

A140 Insurance, liability

✓ CALEA SC
 ✓ ePoliceDepartment Inc M-P-SR-OL

A150 Insurance, life/health

State Employee Benefits Group

A160 Jewelry/gifts

Advantage Emblem Inc D-DS-EI-MO
 Awards & More M
 ✓ Blackinton VH & Co Inc M
 Collinson Enterprises M
 ✓ COPSWest
 Curiosity Sales DS-M-MO-OL
 Emblematics Inc DS-EI-MO
 Entenmann-Rovin Co M
 ISI Services Corp D-DS-EI
 Northwest Territorial Mint M
 PINS Inc DS-EI-M-MO-OL
 ✓ Strong Leather Co M
 ✓ Sun Badge Co
 SymbolArts LLC
 TBW Industries Inc M
 Trademark Graphics M
 V&V Mfg Inc M

A170 Lockers

DSM Law Enforcement Products M
 Salsbury Industries Mailboxes DS-M
 Tiffin Metal Products M
 Tufloc M
 Wire Crafters LLC DS-M

A190 Office equipment/supplies

Security Engineered Machinery D-M
 Shred-it SC

A200 Parade equipment

American Whistle Corp M
 ✓ Glendale/Paradestore.com D-MO
 Robot Factory Inc, The M
 ✓ Segway Inc M
 Stallion Leather M
 West Coast Shoe Co (WESCO) M

A210 Personnel screening/testing

Alcohol Countermeasure Systems M
 American Science & Engineering
 APR Testing Services SC
 Atlantic OccuPsych SC
 B-PAD Group Inc, The P
 ✓ CPS Human Resource Services SC
 Critical PreEmployment Dispatcher Testing..M-SC
 CWH SC
 ✓ Darany & Associates SC-SR
 Fire & Police Selection Inc DS-SC-SR

- Hilson Research Inc.....DS-P
- I/O Solutions Inc.....P-SC-OL
- ✓ **Intl Assn of Chiefs of Police**.....P-SC
- John E Reid & Associates Inc.....SC
- Justex Systems Inc
- ✓ **Law Enforcement Testing Co Inc**.....DS-SC
- Lifeloc Technologies Inc.....M
- Management & Personnel Systems.....P-SC
- Natl Law Enforcement Recruiters Assn
- ✓ **Natl Trng Ctr of Polygraph Science**.....D-DS-EI-P-S-SC
- O'Leary Brokaw & Associates Inc.....P-SC
- ✓ **Orion Communciations Inc**.....M-SC-OL
- Pearson Assessments.....P
- ✓ **Police Evaluations Online**.....P
- ✓ **Southern Police Inst**.....S
- Stanard & Associates Inc.....P-SC
- Stephen A Laser Associates.....SC
- University of Cincinnati.....S

A220 Physical fitness/gym equipment

- American Whistle Corp.....M
- Country Technology Inc.....D-DS-EI-MO
- Under Armour.....M

A224 Policy/procedure manuals

- ✓ **CALEA**.....SC
- CHA Press
- Fight Crime: Invest In Kids.....G-SC
- ✓ **IACP Net**.....OL
- ✓ **Intl Assn of Chiefs of Police**.....P-SC
- LEAC Inc.....SC
- ✓ **Liebert, Cassidy, Whitmore**.....SC
- Looseleaf Law Publications Inc.....M-MO-P
- ✓ **Police Chief Magazine**
- Resolution Video Inc.....S-SC
- Service Bureau, The.....SC
- Worldwide Law Enforcement Consulting Group SC

A227 Public education materials

- ✓ **21st Century Robotics Inc**.....M
- Crimereports.com.....SC-OL
- Fight Crime: Invest In Kids.....G-SC
- Global Fraud Solutions LLC.....DS-M-P-SC
- Mobile Concepts by Scotty.....DS-M
- Natl Crime Prevention Council.....F
- Natl Imprint Corp.....DS-M-MO-P
- Natl Law Enf Officers Mem Fund (NLEOMF).....F
- NCJRS.....G-MO-P-OL
- ✓ **Police Chief Magazine**
- ProImage.....D-DS-MO-P-SC
- ✓ **Robotronics**.....DS-M
- US Dept of Homeland Security.....G
- ✓ **US Postal Inspection Service**.....G

A230 Robots, public service

- ✓ **21st Century Robotics Inc**.....M
- Nova Ray Inc.....M
- Robot Factory Inc, The.....M
- ✓ **Robotronics**.....DS-M

A240 Safes/vaults/locks

- Salsbury Industries Mailboxes.....DS-M
- Tufloc.....M
- ✓ **VisuaLock Inc**.....M

A247 Translation services

- ✓ **California University of PA/ILPP**.....P-S-SC
- LAS Name Recognition Software.....M

A250 Treatment services, chemical dependency/stress

- Hilson Research Inc.....DS-P

A260 Victim services

- Global Fraud Solutions LLC.....DS-M-P-SC
- Hilson Research Inc.....DS-P
- ✓ **Intl Assn of Chiefs of Police**.....P-SC

Communications

B010 Amplifiers/bridges/filters/multiplex systems

- Fiplex Communications Inc
- IPMobileNet Inc®.....M
- ✓ **M/A-Com Inc**.....M
- Microwave Radio Communications.....DS-M

B020 Antennas

- BatteryZone Inc.....DS-M-MO-OL
- Broadcast Microwave Services.....M
- C-Com Satellite Systems Inc.....DS-M
- Microwave Radio Communications.....DS-M
- Stuart Electronics.....DS
- TransCOR Information Technologies

B030 Batteries

- BatteryZone Inc.....DS-M-MO-OL
- Cadex Electronics Inc.....M
- Central Police Supply.....D-MO-OL
- ✓ **Easy To Get Wireless**.....DS-M-MO-OL
- OSI Batteries.....DS
- ✓ **Solar Traffic Controls LLC**.....M
- Sure Fire LLC.....M
- Zebra Technologies.....M

B040 Battery chargers/analyzers

- Advancetec Industries Inc.....M
- All Traffic Solutions.....M-SR
- BatteryZone Inc.....DS-M-MO-OL
- Cadex Electronics Inc.....M
- ✓ **COPSWest**
- First Mobile Technologies.....D-DS-M
- OSI Batteries.....DS
- Stuart Electronics.....DS
- Zebra Technologies.....M

B050 Consoles

- ✓ **COPSWest**

- Gamber-Johnson.....M
- ✓ **IPC**.....M
- Jon/Beau Inc.....D-DS-M-MO
- ✓ **M/A-Com Inc**.....M
- ✓ **Moducom**.....M
- Spectrum Resources Inc.....SC
- Troy Products.....M
- Wright Line LLC
- Zetron.....M

B060 Dispatch systems, E911/CAD

- CompuDyne.....DS-M
- CTS America Inc.....M-SC
- EmergiTech Inc.....D-M
- Geac Public Safety.....D-M
- ✓ **IPC**.....M
- IPMobileNet Inc®.....M
- ✓ **Moducom**.....M
- ✓ **Motorola**.....M
- NEC Solutions (America) Inc.....DS-M
- ✓ **New World Systems**.....DS-M-SC
- ✓ **Northrop Grumman**.....SC
- Positron Public Safety Systems.....DS-M
- PowerPhone Inc.....SC
- ✓ **Priority Dispatch Corp**.....M
- Reverse 911
- Spectracom Corp.....M
- ✓ **Sun Ridge Systems Inc**.....D-DS
- TriTech Software Systems.....M
- Valor Systems Inc.....DS-SR
- Zetron.....M

B072 Furniture, conventional/ergonomic

- Concept Seating (Pro Copper).....M
- Jon/Beau Inc.....D-DS-M-MO
- ✓ **Moducom**.....M
- Wright Line LLC

B080 Headsets

- ✓ **C-AT**.....D-M-SR
- CeoTronics.....M
- David Clark Co Inc.....M
- ✓ **Easy To Get Wireless**.....DS-M-MO-OL
- ✓ **FreeInC**.....M
- Mancom Mfg Inc.....M
- ✓ **Oregon Aero Inc**.....DS-M-MO-OL
- OSI Batteries.....DS
- Setcom Corp.....M
- TV Equipment Associates.....M

B085 Heads-up display

- Scott Health & Safety.....M
- Tacnet/Visteon Corp.....M

B087 Interoperability

- BIO-Key Intl Inc.....G
- ✓ **C-AT**.....D-M-SR
- CompassCom Inc.....D-SC
- CTS America Inc.....M-SC
- Dialogic Communications Corp.....D-M
- ✓ **EF Johnson**.....M

| | |
|--|-----------|
| ✓ ePoliceDepartment Inc..... | M-P-SR-OL |
| ✓ L-3 Communications, Public Safety Solutions..... | M |
| Locus Location Systems..... | M |
| ✓ M/A-Com Inc..... | M |
| ✓ Moducom..... | M |
| ✓ Motorola..... | M |
| ✓ New World Systems..... | DS-M-SC |
| ✓ Northrop Grumman..... | SC |
| PacketHop Inc..... | M |
| Radio IP Software Inc..... | D-M-SC |
| Raytheon JPS Communications..... | DS-M |
| Roam Secure Inc..... | SC |
| Spectracom Corp..... | M |
| Tacnet/Visteon Corp..... | M |
| Transcrypt Intl Inc..... | M |

B090 Mobile communications/MDTs

| | |
|--|------------|
| 308 Systems Inc..... | M-SC |
| Advanced Public Safety Inc..... | DS-G |
| AMREL Systems Inc..... | M |
| BatteryZone Inc..... | DS-M-MO-OL |
| Bickford Broadcast Vehicles..... | M |
| BIO-Key Intl Inc..... | G |
| C-Com Satellite Systems Inc..... | DS-M |
| CompuDyne..... | DS-M |
| Computer Information Systems Inc..... | M |
| CTS America Inc..... | M-SC |
| ✓ Data911..... | M |
| Datalux Corp..... | M-O |
| Dataradio Corp..... | M |
| DRS Tactical Systems..... | M |
| DTC Communications..... | M |
| FieldSoft Inc..... | D-DS-M |
| Geac Public Safety..... | D-M |
| Global Software Corp..... | DS-M |
| GMPCS Personal Communications | |
| Identix..... | M |
| IPMobileNet Inc®..... | M |
| Kontron Mobile Computing Inc..... | M-SC-SR |
| ✓ L-3 Communications, Public Safety Solutions..... | M |
| Microbus..... | |
| MicroSlate Inc..... | M |
| Microwave Radio Communications..... | DS-M |
| Mobile Command Centers..... | D-M |
| ✓ Motorola..... | M |
| NEC Solutions (America) Inc..... | DS-M |
| ✓ New World System..... | DS-M-SC |
| Nextel..... | SC |
| ✓ Northrop Grumman..... | SC |
| PacketHop Inc..... | M |
| Padcom Inc..... | DS-M-SC |
| PriorityStart Inc..... | M |
| Project54..... | S |
| Radio IP Software Inc..... | D-M-SC |
| Radix Corp..... | M |
| Raytheon JPS Communications..... | DS-M |
| SensCom..... | DS-SC-OL |
| Spectrum Resources Inc..... | SC |
| Tacnet/Visteon Corp..... | M |
| TransCOR Information Technologies | |
| Trimble..... | M |
| TriTech Software Systems..... | M |
| USA Software Inc..... | M |
| VisionAIR Inc..... | D-M-SC-SR |
| Will-Burt Co, The..... | M |
| Zebra Technologies..... | M |

B100 Mounting equipment/hardware

| | |
|--|-----------|
| AMREL Systems Inc..... | M |
| First Mobile Technologies..... | D-DS-M |
| Gamber-Johnson..... | M |
| Havis-Shields Equipment Corp..... | M |
| Itronix Corp..... | G-M |
| Jon/Beau Inc..... | D-DS-M-MO |
| KEEPRS..... | |
| Kontron Mobile Computing Inc..... | M-SC-SR |
| ✓ L-3 Communications, Public Safety Solutions..... | M |
| Lund Industries Inc..... | D-DS-M |
| North American Signal Co..... | M |
| ✓ Northrop Grumman..... | SC |
| ✓ RAM Mounting Systems..... | M |
| TransCOR Information Technologies | |
| Troy Products..... | M |
| VersaTrue Mounting Systems..... | M |

B110 Paging systems

| | |
|------------------------------|----------|
| Mancom Mfg Inc..... | M |
| PDSI..... | SC |
| Verizon Wireless Paging..... | DS-SC-OL |
| Zetron..... | M |

B120 Public address equipment

| | |
|-----------------------------|--------|
| American Signal Co..... | M |
| Martel Electronics Inc..... | D-DS-M |
| Reverse 911..... | |

B130 Radios/accessories

| | |
|----------------------------------|------------|
| Airaya Wireless Broadband | |
| BatteryZone Inc..... | DS-M-MO-OL |
| CALL24 Wireless Callbox Systems | |
| ✓ COPSWest..... | |
| Dataradio Corp..... | M |
| David Clark Co Inc..... | M |
| ✓ Easy To Get Wireless..... | DS-M-MO-OL |
| ✓ EF Johnson..... | M |
| ✓ Freelinc..... | M |
| Gamber-Johnson..... | M |
| Intl Crystal Mfg Co..... | M |
| IPMobileNet Inc®..... | M |
| ✓ M/A-Com Inc..... | M |
| ✓ Motorola..... | M |
| ✓ Northrop Grumman..... | SC |
| OSI Batteries..... | DS |
| Raytheon JPS Communications..... | DS-M |
| Scott Health & Safety..... | M |
| Setcom Corp..... | M |
| Spectracom Corp..... | M |
| Spectrum Resources Inc..... | SC |
| Stallion Leather..... | M |
| Stuart Electronics..... | DS |
| TV Equipment Associates..... | M |
| ✓ US Cavalry Inc..... | D-DS-MO-OL |

B140 Recorders, audio

| | |
|---------------------------------|------------|
| AMR Digital..... | EI-M |
| Call Recording Solutions..... | D-MO-SC-OL |
| Eventide Inc..... | M |
| EWA Government Systems Inc..... | D-DS-M-SC |
| FTR Ltd..... | DS-M |

| | |
|-----------------------------|---------|
| Martel Electronics Inc..... | D-DS-M |
| Nice Systems Inc..... | M |
| Omnicon Electronics..... | DS-M-MO |
| Security Products Intl..... | DS |
| ✓ Webtranscription.com..... | SC |

B150 Repeaters

| | |
|---------------------------|--------|
| Airaya Wireless Broadband | |
| ✓ C-AT..... | D-M-SR |
| DTC Communications..... | M |
| ✓ EF Johnson..... | M |
| IPMobileNet Inc®..... | M |
| ✓ Motorola..... | M |
| Transcrypt Intl Inc..... | M |

B160 Scanners

| | |
|-------------------------------------|------|
| ✓ COPSWest..... | |
| Intelli-Check Inc..... | DS-M |
| Paradigm Tactical Products Inc..... | M |
| Pentax Imaging Co..... | M |
| Stuart Electronics..... | DS |

B170 Scramblers

| | |
|------------------------------|--------------|
| Life Safety Systems Inc..... | D-DS-EI-M-SC |
| Transcrypt Intl Inc..... | M |

B180 Surveillance

| | |
|--|------------|
| Aegison Corp..... | M |
| American Blimp Corp..... | M |
| Apollo Video Tech..... | M |
| Applied Integration Corp..... | M |
| Broadcast Microwave Services..... | M |
| CeoTronics..... | M |
| DTC Communications..... | M |
| ✓ Easy To Get Wireless..... | DS-M-MO-OL |
| Electrophysics Corp..... | DS-M |
| Eye Communication Systems Inc..... | M |
| Farber Specialty Vehicles..... | M |
| Fujinon Inc..... | DS-M |
| GE Security..... | M |
| ✓ ICOP Digital Inc..... | D-DS-M-SR |
| Identix..... | M |
| Integrian Inc..... | M |
| ISG Thermal Systems USA Inc..... | M |
| Kustom Signals Inc..... | M-SR |
| ✓ L-3 Communications, Public Safety Solutions..... | M |
| L-3 Communications, Wescam..... | |
| Millennium Sensor LLC..... | M |
| Omnicon Electronics..... | DS-M-MO |
| ✓ Pilatus Business Aircraft..... | M |
| ✓ Smith & Wesson..... | M |
| Time Domain Corp..... | M |
| Viisage..... | |
| Wanco Inc..... | DS-M |

B190 Switching/control equipment

| | |
|---------------------------|---------|
| Carson Sirens..... | M |
| ✓ C-AT..... | D-M-SR |
| ✓ M/A-Com Inc..... | M |
| ✓ New World Systems..... | DS-M-SC |
| ✓ Northrop Grumman..... | SC |
| Nova Electronics Inc..... | M |

Padcom Inc.....DS-M-SC

B200 Tape storage equipment

Commander Cabinets/ M
Woodwork Unlimited Inc
Spacesaver Corp M

B210 Tape, magnetic

✓ C-ATD-M-SR
Omnicon Electronics.....DS-M-MO

B220 Telephone

Code Blue Corp..... M
General Dynamics C4 Systems M
✓ L-3 Communications, Public Safety SolutionsM
PDSI SC
Spectrum Resources Inc..... SC
Tip Systems
Ultratec Inc..... M

B230 Weather notification

Climatronics Corp M
Dialogic Communications Corp.....D-M
Reverse 911 ®

Computer Hardware

C005 Client server workstations

cMedia Solution Corp..... M
Comnetix Inc.....M-SC
✓ COPSWest
✓ L-3 Communications, Mobile-Vision Inc..... M
Ramsafe Technologies M

C007 Computer accessories

DRS Tactical Systems M
Extech Data Systems M
Gamber-Johnson M
Itronix Corp.....G-M
NuShield Inc.....DS-M-OL
PriorityStart Inc..... M
✓ RAM Mounting Systems M

C020 Networks

Airaya Wireless Broadband
CDW*G DS-MO-OL
✓ ePoliceDepartment IncM-P-SR-OL
EWA Government Systems IncD-DS-M-SC
HellermannTyton..... M
Padcom Inc.....DS-M-SC
Spectracom Corp..... M

C027 Peripherals

Advanced Public Safety IncDS-G
CDW*G DS-MO-OL
DRS Tactical Systems M
Extech Data Systems M
Itronix Corp.....G-M

NuShield Inc.....DS-M-OL
Pentax Imaging Co M
Radix Corp..... M
Zebra Technologies..... M

C030 Personal computers

AMREL Systems Inc..... M
CDW*G DS-MO-OL
DRS Tactical Systems M
Itronix Corp.....G-M
Kontron Mobile Computing Inc..... M-SC-SR
MicroSlate Inc M
NuShield Inc.....DS-M-OL

C040 Portable/in-car

Airaya Wireless Broadband
AMR Digital EI-M
AMREL Systems Inc..... M
C-Com Satellite Systems Inc..... DS-M
CDW*G DS-MO-OL
Cogent Systems..... M
✓ COPSWest
✓ Data911 M
Datalux Corp.....M-O
✓ Defense Group Inc.....M-SC
DRS Tactical Systems M
Extech Data Systems M
FieldSoft Inc.....D-DS-M
First Mobile Technologies.....D-DS-M
Itronix Corp.....G-M
Kontron Mobile Computing Inc..... M-SC-SR
✓ L-3 Communications, Public Safety SolutionsM
Microbus
MicroSlate Inc M
NEC Solutions (America) Inc..... DS-M
NuShield Inc.....DS-M-OL
Pentax Imaging Co M
Project54 S
Radix Corp..... M
Ramsafe Technologies M
TransCOR Information Technologies
Trimble..... M

Computer Software

C045 911/E911

EmergiTech IncD-M
✓ ePoliceDepartment IncM-P-SR-OL
✓ Hitech Systems Inc..... SC
InTime Solutions Inc..... DS-M
✓ IPC M
✓ Moducom..... M
NEC Solutions (America) Inc..... DS-M
✓ New World SystemsDS-M-SC
✓ Northrop Grumman SC
Pictometry Intl Corp M
Positron Public Safety Systems..... DS-M
✓ Priority Dispatch Corp M
✓ Spillman Technologies Inc.....M-SR
✓ Sun Ridge Systems IncD-DS
Zetron..... M

C050 AFIS

American Blimp Corp..... M
Cogent Systems..... M
NEC Solutions (America) Inc DS-M
✓ New World SystemsDS-M-SC
✓ Northrop Grumman SC
SPEX Forensics..... M

C060 Arrest/booking

Comnetix Inc.....M-SC
CompuDyne..... DS-M
CrimeCog Technologies..... SC
Crimesoft Inc..... D-DS-M-OL-O
Crimestar Corp.....M-P
DataWorks Plus LLC M
Dynamic Imaging Systems Inc D
Huber & Associates/EnterpolD-M-SC
Identix M
ImageWare Systems Inc..... DS-M
Larimore Associates Inc..... M
LexisNexis.....OL
✓ New World SystemsDS-M-SC
✓ Northrop Grumman SC
Presynt Technologies, LLC D-DS-M-SC-SR-OL
✓ Spillman Technologies Inc.....SR
Viisage

C063 Artificial intelligence

COPLINK/Knowledge Computing Corp
RiverGlass Inc DS-SC

C070 Automatic vehicle locators

Advanced Public Safety Inc DS-G
CompassCom Inc..... D-SC
✓ Data911 M
Dataradio Corp..... M
✓ L-3 Communications, Public Safety SolutionsM
Locus Location Systems M
MetaMAP Inc..... M
✓ New World SystemsDS-M-SC
✓ Northrop Grumman SC
NuParadigm Systems IncM-SC
Ortivirus North America..... DS-M
✓ Spillman Technologies Inc.....M-SR
TransCOR Information Technologies

C075 Case management

✓ Acxiom Insight OL
AllSTAR Knowledge Systems LLCM-SC
✓ CI Technologies Inc.....D-SC
cMedia Solution Corp..... M
CODY Computer Services Inc DS
CompuDyne..... DS-M
Constellation Justice Systems
CrimeCog Technologies..... SC
Crimesoft Inc..... D-DS-M-OL-O
Crimestar Corp.....M-P
DataWorks Plus LLC M
Denali SolutionsDS-M-SC
✓ ePoliceDepartment Inc M-P-SR-OL
Global Fraud Solutions LLCDS-M-P-SC
ISYS Search Software DS
✓ Laser Shot Inc..... DS

| | |
|---|---------|
| Microsoft Corp | |
| ✓ New World Systems | DS-M-SC |
| ✓ Northrop Grumman | SC |
| Pen-Link Ltd..... | D |
| ✓ Spillman Technologies Inc. | M-SR |
| ✓ Sun Ridge Systems Inc | D-DS |
| SunGard HTE Inc..... | M |
| Terrier Technologies Ltd..... | DS-M |
| USA Software Inc..... | M |

C078 Community policing

| | |
|--------------------------------------|-----------|
| ✓ ePoliceDepartment Inc | M-P-SR-OL |
| ✓ ESRI Inc | M |
| Eye Communication Systems Inc..... | M |
| Fatal Vision by Innocorp Ltd..... | M-MO |
| ✓ IACP Net | OL |
| LexisNexis..... | OL |
| MapInfo Corp..... | M |
| ✓ New World Systems | DS-M-SC |
| Omega Group Inc, The..... | D-DS-SC |
| VisionAIR Inc..... | D-M-SC-SR |

C080 Composite sketching

| | |
|----------------------------|------|
| ImageWare Systems Inc..... | DS-M |
|----------------------------|------|

C090 Computer-aided dispatch

| | |
|--|-----------|
| ✓ Admit Computer Services Inc | M |
| CODY Computer Services Inc..... | DS |
| CompuDyne..... | DS-M |
| Computer Information Systems Inc..... | M |
| Crimestar Corp..... | M-P |
| CTS America Inc..... | M-SC |
| ✓ Data911 | M |
| EmergiTech Inc..... | D-M |
| Global Software Corp..... | DS-M |
| ✓ Hitech Systems Inc | SC |
| Huber & Associates/Enterpol..... | D-M-SC |
| Information Technologies Inc..... | DS |
| Intergraph Corp..... | M |
| ✓ IPC | M |
| Keystone Public Safety Inc..... | DS-M-SR |
| ✓ L-3 Communications, Public Safety Solutions | M |
| Larimore Associates Inc..... | M |
| Microsoft Corp | |
| ✓ New World Systems | DS-M-SC |
| ✓ Northrop Grumman | SC |
| Ortivus North America..... | DS-M |
| PMAM Corp..... | M-SC-OL |
| Positron Public Safety Systems..... | DS-M |
| ✓ Spillman Technologies Inc. | M-SR |
| ✓ Sun Ridge Systems Inc | D-DS |
| SunGard HTE Inc..... | M |
| Terrier Technologies Ltd..... | DS-M |
| Trimble..... | M |
| TriTech Software Systems..... | M |
| USA Software Inc..... | M |
| Valor Systems Inc..... | DS-SR |
| VisionAIR Inc..... | D-M-SC-SR |

C098 Crime analysis

| | |
|---------------------------------|-------|
| ChoicePoint Inc..... | SC-OL |
| CODY Computer Services Inc..... | DS |
| CompuDyne..... | DS-M |

| | |
|---|-----------|
| Computer Information Systems Inc..... | M |
| COPLINK/Knowledge Computing Corp | |
| Corona Solutions..... | DS-SC-OL |
| Denali Solutions..... | DS-M-SC |
| ✓ ESRI Inc | M |
| EWA Government Systems Inc..... | D-DS-M-SC |
| Eye Communication Systems Inc..... | M |
| i2 Inc..... | M |
| ISYS Search Software..... | DS |
| LexisNexis..... | OL |
| MapInfo Corp..... | M |
| Microsoft Corp | |
| ✓ New World Systems | DS-M-SC |
| ✓ Northrop Grumman | SC |
| Omega Group Inc, The..... | D-DS-SC |
| Optech Inc..... | M |
| Pen-Link Ltd..... | D |
| PMAM Corp..... | M-SC-OL |
| Regional Info Sharing Systems..... | SC |
| ✓ Spillman Technologies Inc. | M-SR |

C100 Crime scene analysis

| | |
|----------------------------------|---------|
| DataWorks Plus LLC..... | M |
| Eos Systems Inc..... | M |
| ✓ New World Systems | DS-M-SC |
| Optech Inc..... | M |
| Pictometry Intl Corp..... | M |
| SmartDraw.com | |

C101 Data mining

| | |
|---|---------|
| Accident Support Services Intl Ltd..... | DS-SC |
| Anonymizer Inc..... | M-OL |
| LAS Name Recognition Software..... | M |
| ✓ Northrop Grumman | SC |
| PMAM Corp..... | M-SC-OL |
| RiverGlass Inc..... | DS-SC |

C105 Domestic violence tracking

| | |
|---|---------|
| LexisNexis..... | OL |
| ✓ New World Systems | DS-M-SC |
| Omega Group Inc, The..... | D-DS-SC |
| ✓ Spillman Technologies Inc. | M-SR |

C110 Emergency management

| | |
|--------------------------------------|-----------|
| CompassCom Inc..... | D-SC |
| ✓ Defense Group Inc | M-SC |
| Dialogic Communications Corp..... | D-M |
| ✓ ePoliceDepartment Inc | M-P-SR-OL |
| ✓ ESRI Inc | M |
| EWA Government Systems Inc..... | D-DS-M-SC |
| FieldSoft Inc..... | D-DS-M |
| ✓ IACP Net | OL |
| IdentiSys..... | D |
| InTime Solutions Inc..... | DS-M |
| MapInfo Corp..... | M |
| Microsoft Corp | |
| Omega Group Inc, The..... | D-DS-SC |
| PacketHop Inc..... | M |
| PDSI..... | SC |
| Pictometry Intl Corp..... | M |
| Ramsafe Technologies..... | M |
| Raytheon JPS Communications..... | DS-M |
| Roam Secure Inc..... | SC |

| | |
|---|----------|
| SensCom..... | DS-SC-OL |
| ✓ Spillman Technologies Inc. | M-SR |
| SunGard HTE Inc..... | M |

C120 Fleet management

| | |
|--|---------|
| CompuDyne..... | DS-M |
| ✓ COPSWest | |
| Integrian Inc..... | M |
| ✓ L-3 Communications, Public Safety Solutions | M |
| Locus Location Systems..... | M |
| ✓ New World Systems | DS-M-SC |
| Ortivus North America..... | DS-M |
| ✓ Spillman Technologies Inc. | M-SR |

C130 Gang tracking

| | |
|---|-----------|
| AllSTAR Knowledge Systems LLC..... | M-SC |
| ✓ CI Technologies Inc | D-SC |
| Comnetix Inc..... | M-SC |
| CompuDyne..... | DS-M |
| EWA Government Systems Inc..... | D-DS-M-SC |
| Eye Communication Systems Inc..... | M |
| LexisNexis..... | OL |
| ✓ New World Systems | DS-M-SC |
| Omega Group Inc, The..... | D-DS-SC |
| ✓ Spillman Technologies Inc. | M-SR |
| Viisage | |

C140 Geographic information

| | |
|-----------------------------------|----------|
| ChoicePoint Inc..... | SC-OL |
| CompassCom Inc..... | D-SC |
| CompuDyne..... | DS-M |
| Corona Solutions..... | DS-SC-OL |
| Dialogic Communications Corp..... | D-M |
| ✓ ESRI Inc | M |
| Intergraph Corp..... | M |
| MapInfo Corp..... | M |
| MetaMAP Inc..... | M |
| Microsoft Corp | |
| Net Transcripts Inc..... | SC-OL |
| ✓ New World Systems | DS-M-SC |
| ✓ Northrop Grumman | SC |
| Omega Group Inc, The..... | D-DS-SC |
| Pictometry Intl Corp..... | M |
| Ramsafe Technologies..... | M |
| Roam Secure Inc..... | SC |

C142 Gunshot location

| | |
|-------------------------------|----|
| ✓ Laser Shot Inc | DS |
|-------------------------------|----|

C145 Incident-based reporting system

| | |
|--|-----------|
| Accident Support Services Intl Ltd..... | DS-SC |
| ✓ Admit Computer Services Inc | M |
| BIO-Key Intl Inc..... | G |
| CompuDyne..... | DS-M |
| COPLINK/Knowledge Computing Corp | |
| CrimeCog Technologies..... | SC |
| ✓ Defense Group Inc | M-SC |
| Denali Solutions..... | DS-M-SC |
| ✓ ePoliceDepartment Inc | M-P-SR-OL |
| Global Software Corp..... | DS-M |
| Huber & Associates/Enterpol..... | D-M-SC |



THIS IS NO TIME TO BE READING THE SOFTWARE MANUAL

Computer-Aided Dispatch • Records Management • Jail Management • Mobile Computing • Digital Imaging • Mapping

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It's a tough job, even on the good days. That's why we developed RIMS - a dispatching and records management system that won't let you down in the tough situations.

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Product, service, and price — you can't beat RIMS from Sun Ridge Systems. Visit our web site to see how we can make your life easier.



Sun Ridge Systems, Inc.

| | |
|----------------------------------|-----------------|
| Keystone Public Safety Inc..... | DS-M-SR |
| Larimore Associates Inc..... | M |
| ✓ New World Systems..... | DS-M-SC |
| ✓ Northrop Grumman..... | SC |
| Optimum Technology Inc..... | M-SC |
| PacketHop Inc..... | M |
| Presynct Technologies, LLC..... | D-DS-M-SC-SR-OL |
| Roam Secure Inc..... | SC |
| ✓ Spillman Technologies Inc..... | M-SR |
| ✓ Sun Ridge Systems Inc..... | D-DS |
| Valor Systems Inc..... | DS-SR |

C150 Information sharing/NCIC

| | |
|--|-----------|
| ✓ Admit Computer Services Inc..... | M |
| BIO-Key Intl Inc..... | G |
| ChoicePoint Inc..... | SC-OL |
| CompuDyne..... | DS-M |
| COPLINK/Knowledge Computing Corp | |
| Core Technology Corp..... | M-SC |
| Corona Solutions..... | DS-SC-OL |
| ✓ Defense Group Inc..... | M-SC |
| ✓ ePoliceDepartment Inc..... | M-P-SR-OL |
| EWA Government Systems Inc..... | D-DS-M-SC |
| i2 Inc..... | M |
| ✓ IACP Net..... | OL |
| ImageWare Systems Inc..... | DS-M |
| Intergraph Corp..... | M |
| ISYS Search Software..... | DS |
| ✓ L-3 Communications, Public Safety Solutions..... | M |
| ✓ New World Systems..... | DS-M-SC |
| ✓ Northrop Grumman..... | SC |
| Optimum Technology Inc..... | M-SC |
| Radio IP Software Inc..... | D-M-SC |
| Regional Info Sharing Systems..... | SC |
| RiverGlass Inc..... | DS-SC |
| SensCom..... | DS-SC-OL |
| ✓ Spillman Technologies Inc..... | M-SR |
| Viisage..... | |
| VisionAIR Inc..... | D-M-SC-SR |
| Westbrook Technologies Inc..... | |

C152 Internet services

| | |
|----------------------------------|-----------|
| Anonymizer Inc..... | M-OL |
| C-Com Satellite Systems Inc..... | DS-M |
| Crimereports.com..... | SC-OL |
| ✓ ePoliceDepartment Inc..... | M-P-SR-OL |
| GEICO Direct..... | O |
| ✓ IACP Net..... | OL |
| LawEnforcementJobs.com..... | SC-SR |
| Omega Group Inc, The..... | D-DS-SC |
| Propertyroom.com..... | SC |
| ✓ Spillman Technologies Inc..... | M-SR |

C155 Investigative

| | |
|------------------------------------|-------------|
| Accurant for Law Enforcement | |
| AllSTAR Knowledge Systems LLC..... | M-SC |
| ChoicePoint Inc..... | SC-OL |
| ✓ CI Technologies Inc..... | D-SC |
| Crimesoft Inc..... | D-DS-M-OL-O |
| ✓ ePoliceDepartment Inc..... | M-P-SR-OL |
| EWA Government Systems Inc..... | D-DS-M-SC |
| Eye Communication Systems Inc..... | M |
| ✓ Forensic Technology Inc..... | DS-M-SC |
| i2 Inc..... | M |

| | |
|----------------------------------|---------|
| ImageWare Systems Inc..... | DS-M |
| ISYS Search Software..... | DS |
| ✓ New World Systems..... | DS-M-SC |
| Optech Inc..... | M |
| Optimum Technology Inc..... | M-SC |
| SmartDraw.com | |
| ✓ Spillman Technologies Inc..... | M-SR |

C158 Mapping

| | |
|--|---------|
| ✓ Acxiom Insight..... | OL |
| ✓ Admit Computer Services Inc..... | M |
| CompuDyne..... | DS-M |
| ✓ Data911..... | M |
| Denali Solutions..... | DS-M-SC |
| Dialogic Communications Corp..... | D-M |
| EmergiTech Inc..... | D-M |
| Eos Systems Inc..... | M |
| ✓ ESRI Inc..... | M |
| Forestry Suppliers Inc..... | DS |
| Geac Public Safety..... | D-M |
| ✓ Hitech Systems Inc..... | SC |
| Intergraph Corp..... | M |
| ✓ IPC..... | M |
| Keystone Public Safety Inc..... | DS-M-SR |
| ✓ L-3 Communications, Public Safety Solutions..... | M |
| MapInfo Corp..... | M |
| Maptech Inc..... | M |
| MetaMAP Inc..... | M |
| ✓ Moducom..... | M |
| ✓ New World Systems..... | DS-M-SC |
| ✓ Northrop Grumman..... | SC |
| NuParadigm Systems Inc..... | M-SC |
| Ortivus North America..... | DS-M |
| Pen-Link Ltd..... | D |
| Pictometry Intl Corp..... | M |
| Positron Public Safety Systems..... | DS-M |
| Rotomotion LLC..... | M |
| SmartDraw.com | |
| ✓ Spillman Technologies Inc..... | M-SR |
| ✓ Sun Ridge Systems Inc..... | D-DS |
| SunGard HTE Inc..... | M |
| TriTech Software Systems..... | M |
| Valor Systems Inc..... | DS-SR |
| Zetron..... | M |

C180 Narcotics investigation

| | |
|------------------------------------|-----------|
| AllSTAR Knowledge Systems LLC..... | M-SC |
| ✓ CI Technologies Inc..... | D-SC |
| Cross Match Technologies Inc | |
| ✓ ePoliceDepartment Inc..... | M-P-SR-OL |
| EWA Government Systems Inc..... | D-DS-M-SC |
| Eye Communication Systems Inc..... | M |
| i2 Inc..... | M |
| ✓ New World Systems..... | DS-M-SC |
| Optimum Technology Inc..... | M-SC |
| Regional Info Sharing Systems..... | SC |
| ✓ Spillman Technologies Inc..... | M-SR |

C185 Network

| | |
|---------------------------------|-----------|
| ✓ ePoliceDepartment Inc..... | M-P-SR-OL |
| EWA Government Systems Inc..... | D-DS-M-SC |
| PacketHop Inc..... | M |
| Padcom Inc..... | DS-M-SC |
| Radio IP Software Inc..... | D-M-SC |

C190 Offense records

| | |
|----------------------------------|------|
| ✓ Spillman Technologies Inc..... | M-SR |
|----------------------------------|------|

C195 Online services

| | |
|-------------------------------------|-----------|
| Accurant for Law Enforcement | |
| C-Com Satellite Systems Inc..... | DS-M |
| ChoicePoint Inc..... | SC-OL |
| Crimereports.com..... | SC-OL |
| ✓ ePoliceDepartment Inc..... | M-P-SR-OL |
| ✓ IACP Net..... | OL |
| LawEnforcementJobs.com..... | SC-SR |
| Natl Public Safety Info Bureau..... | P |
| NCJRS..... | G-MO-P-OL |
| Net Transcripts Inc..... | SC-OL |
| PMAM Corp..... | M-SC-OL |
| Propertyroom.com..... | SC |
| University of Cincinnati..... | S |

C200 Personnel management

| | |
|--|-------------|
| Atlas Business Solutions Inc..... | M |
| Canadian Professional Mgmt Services..... | SC |
| CompuDyne..... | DS-M |
| Critical PreEmployment Dispatcher Testing...M-SC | |
| ✓ ePoliceDepartment Inc..... | M-P-SR-OL |
| Information Technologies Inc..... | DS |
| InTime Solutions Inc..... | DS-M |
| ✓ Law Enforcement Testing Co Inc..... | M-MO-P-OL |
| Locus Location Systems..... | M |
| ✓ New World Systems..... | DS-M-SC |
| ✓ Orion Communciations Inc..... | M-SC-OL |
| Our Software Ltd (OSL)..... | D-DS-M |
| PDSI..... | SC |
| ✓ Police Evaluations Online..... | P |
| Police Foundation..... | D-F-P-SC-SR |
| ScheduleSoft Corp..... | M |
| ✓ Spillman Technologies Inc..... | M-SR |

C202 Personnel scheduling

| | |
|-----------------------------------|-----------|
| Atlas Business Solutions Inc..... | M |
| Corona Solutions..... | DS-SC-OL |
| ✓ ePoliceDepartment Inc..... | M-P-SR-OL |
| ✓ IACP Net..... | OL |
| InTime Solutions Inc..... | DS-M |
| Larimore Associates Inc..... | M |
| ✓ New World Systems..... | DS-M-SC |
| ✓ Orion Communciations Inc..... | M-SC-OL |
| Our Software Ltd (OSL)..... | D-DS-M |
| PDSI..... | SC |
| ScheduleSoft Corp..... | M |
| ✓ Spillman Technologies Inc..... | M-SR |

C204 Photo identification

| | |
|-----------------------------------|---------|
| Card Imaging..... | DS |
| Comnetix Inc..... | M-SC |
| DataWorks Plus LLC..... | M |
| Dynamic Imaging Systems Inc..... | D |
| Identisys..... | D |
| Identix..... | M |
| ImageWare Systems Inc..... | DS-M |
| Intelli-Check Inc..... | DS-M |
| ✓ New World Systems..... | DS-M-SC |
| ✓ Spillman Technologies Inc..... | M-SR |
| Zebra Card Printer Solutions..... | DS-M |

**IPC Information
Systems
PRINTER
PU SEPT 05
PAGE
95**

C210 Property/evidence management

- ✓ **Axiom Insight**..... OL
CompuDyne..... DS-M
CrimeCog Technologies..... SC
- ✓ **ePoliceDepartment Inc**..... M-P-SR-OL
- ✓ **Forensic Technology Inc**..... DS-M-SC
Information Technologies Inc..... DS
- ✓ **New World Systems**..... DS-M-SC
Porter Lee Corp..... DS-G-M-SR
- ✓ **Progressive Microtechnology Inc**..... D-DS-M
Propertyroom.com..... SC
Resolution Video Inc..... S-SC
- ✓ **Spillman Technologies Inc**..... M-SR
USA Software Inc..... M

C215 Public records

- Accurant for Law Enforcement
- Corona Solutions..... DS-SC-OL
- ✓ **ePoliceDepartment Inc**..... M-P-SR-OL

C220 Records management

- Accident Support Services Intl Ltd..... DS-SC
- ✓ **Axiom Insight**..... OL
- ✓ **Admit Computer Services Inc**..... M
Advanced Public Safety Inc..... DS-G
CODY Computer Services Inc..... DS
CompuDyne..... DS-M
Computer Information Systems Inc..... M
COPLINK/Knowledge Computing Corp
CrimeCog Technologies..... SC
Crimestar Corp..... M-P
CTS America Inc..... M-SC
- ✓ **Data911**..... M
Denali Solutions..... DS-M-SC
EmergiTech Inc..... D-M
- ✓ **ePoliceDepartment Inc**..... M-P-SR-OL
Geac Public Safety..... D-M
Global Software Corp..... DS-M
- ✓ **Hitech Systems Inc**..... SC
Huber & Associates/Enterpol..... D-M-SC
Information Technologies Inc..... DS
Intergraph Corp..... M
ISYS Search Software..... DS
Kardex Systems Inc..... M
Keystone Public Safety Inc..... DS-M-SR
Larimore Associates Inc..... M
Net Transcripts Inc..... SC-OL
- ✓ **New World Systems**..... DS-M-SC
- ✓ **Northrop Grumman**..... SC
Optimum Technology Inc..... M-SC
Ortivirus North America..... DS-M
PMAM Corp..... M-SC-OL
Positron Public Safety Systems..... DS-M
Presynct Technologies, LLC..... D-DS-M-SC-SR-OL
RiverGlass Inc..... DS-SC
Shred-it..... SC
Spacesaver Corp..... M
Spectracom Corp..... M
- ✓ **Spillman Technologies Inc**..... M-SR
- ✓ **Sun Ridge Systems Inc**..... D-DS
SunGard HTE Inc..... M
Terrier Technologies Ltd..... DS-M
TriTech Software Systems..... M
USA Software Inc..... M

- Valor Systems Inc..... DS-SR
- VisionAIR Inc..... D-M-SC-SR
- Westbrook Technologies Inc

C230 Report writing

- BIO-Key Intl Inc..... G
- CODY Computer Services Inc..... DS
- CompuDyne..... DS-M
- Crimesoft Inc..... D-DS-M-OL-O
- Crimestar Corp..... M-P
- ✓ **Data911**..... M
- ✓ **Defense Group Inc**..... M-SC
- ✓ **ePoliceDepartment Inc**..... M-P-SR-OL
- ✓ **Hitech Systems Inc**..... SC
- ✓ **IACP Net**..... OL
Information Technologies Inc..... DS
Keystone Public Safety Inc..... DS-M-SR
Net Transcripts Inc..... SC-OL
- ✓ **New World Systems**..... DS-M-SC
- ✓ **Northrop Grumman**..... SC
Omega Group Inc, The..... D-DS-SC
Pearson Assessments..... P
PMAM Corp..... M-SC-OL
- ✓ **Police Evaluations Online**..... P
Presynct Technologies, LLC..... D-DS-M-SC-SR-OL
SensCom..... DS-SC-OL
- ✓ **Spillman Technologies Inc**..... M-SR
- ✓ **Sun Ridge Systems Inc**..... D-DS
Terrier Technologies Ltd..... DS-M

C235 Supplies

- ✓ **New World Systems**..... DS-M-SC

C237 Terrorism

- AllSTAR Knowledge Systems LLC..... M-SC
- Certified in Homeland Security..... P-S
- ✓ **Defense Group Inc**..... M-SC
i2 Inc..... M
- ✓ **New World Systems**..... DS-M-SC
Omega Group Inc, The..... D-DS-SC
RAE Systems
Regional Info Sharing Systems..... SC
RiverGlass Inc..... DS-SC
Roam Secure Inc..... SC

C240 Traffic crash investigation

- Accident Support Services Intl Ltd..... DS-SC
- Engineering Dynamics Corp..... D-DS-M
- Eos Systems Inc..... M
- ✓ **New World Systems**..... DS-M-SC
SmartDraw.com
- ✓ **Spillman Technologies Inc**..... M-SR

C250 Traffic/parking violation management

- ✓ **New World Systems**..... DS-M-SC
- ✓ **Northwestern Univ Ctr for Public Safety**..... P-S-OL
Radix Corp..... M
SensCom..... DS-SC-OL
- ✓ **Spillman Technologies Inc**..... M-SR
T2 Systems Inc
Trimble..... M

C260 Training

- CQB Supply Inc..... DS-EI-M-OL
- ✓ **Defense Group Inc**..... M-SC
Doron Precision Systems Inc..... M
Eagle Eye Enterprises..... D-DS-SC
Eos Systems Inc..... M
- ✓ **IACP Net**..... OL
Interactive Image Systems..... D-DS-MO-OL
InTime Solutions Inc..... DS-M
John E Reid & Associates Inc..... SC
- ✓ **Laser Shot Inc**..... DS
Law Enforcement Resource Center..... DS
MPRI..... M
- ✓ **New World Systems**..... DS-M-SC
- ✓ **Northwestern Univ Ctr for Public Safety**..... P-S-OL
- ✓ **Orion Communications Inc**..... M-SC-OL
Our Software Ltd (OSL)..... D-DS-M
Pen-Link Ltd..... D
- ✓ **Police Evaluations Online**..... P
Police Foundation..... D-F-P-SC-SR
- ✓ **Priority Dispatch Corp**..... M
TechSmith Corp..... M
UMassOnline..... S-OL

C270 Uniform Crime Reports

- CompuDyne..... DS-M
- Crimereports.com..... SC-OL
- ✓ **ePoliceDepartment Inc**..... M-P-SR-OL
Geac Public Safety..... D-M
Global Software Corp..... DS-M
Huber & Associates/Enterpol..... D-M-SC
- ✓ **New World Systems**..... DS-M-SC
- ✓ **Northrop Grumman**..... SC
Omega Group Inc, The..... D-DS-SC
Presynct Technologies, LLC..... D-DS-M-SC-SR-OL
- ✓ **Spillman Technologies Inc**..... M-SR
Terrier Technologies Ltd..... DS-M

C280 Warrant records

- CompuDyne..... DS-M
- Crimesoft Inc..... D-DS-M-OL-O
- ✓ **New World Systems**..... DS-M-SC
- ✓ **Spillman Technologies Inc**..... M-SR

C290 Weapon tracking

- ✓ **New World Systems**..... DS-M-SC

Emergency Response

D010 Alarms, evacuation

- GEICO Direct..... O
- Grace Industries Inc..... M
- Industrial Scientific Corp
- Keltron Corp..... M

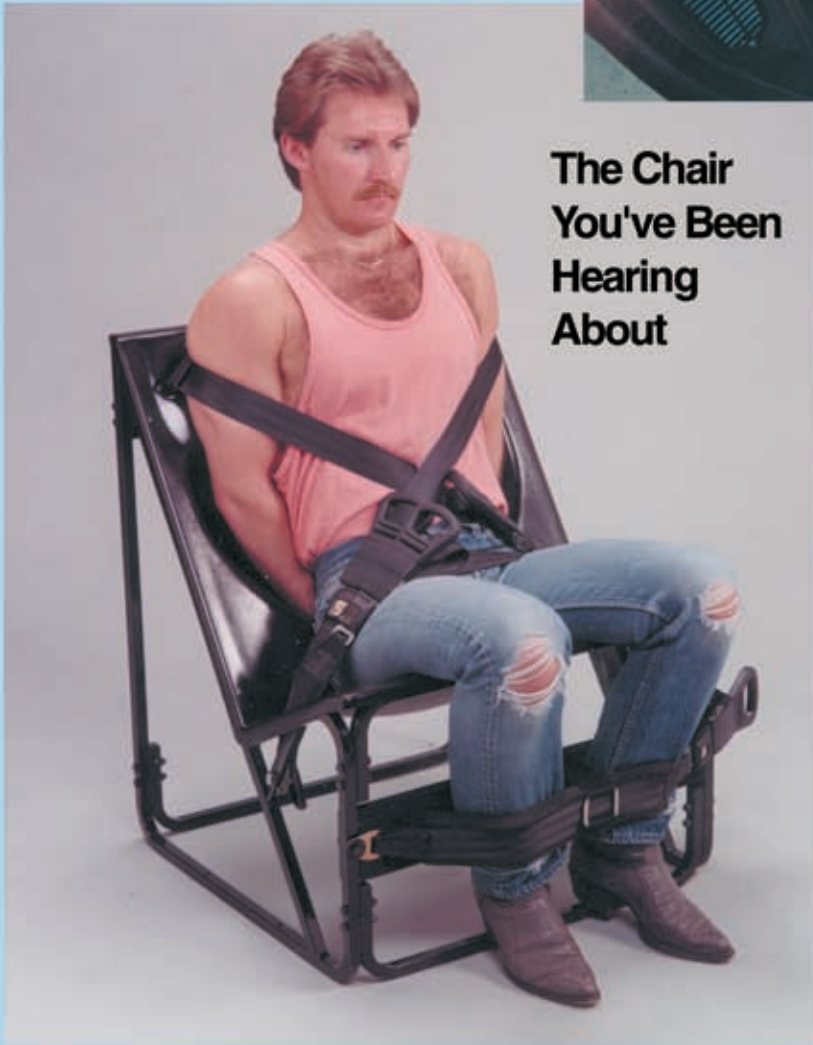
D020 Ambulances/accessories

- Code 3 Inc..... M
- Hyde Engineering Group Inc..... DS-M
- Ziamatic Corp (ZICO)..... M



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D030 Blankets

Orion Safety Products..... M

D040 CPR mannequins

Laerdal Medical Corp..... DS-M

D050 CPR masks

Laerdal Medical Corp..... DS-M

Medical Devices Intl/Div of Microtek Medical..... M

Rondex Products Inc..... M

Safetec of America Inc..... M

D055 Defibrillators

Cardiac Science Inc..... M-O

Defibtech..... M

Medtronic Physio-Control..... M

✓ Philips Medical Systems

ZOLL Medical Corp..... M

D060 Fire controls/extinguishers

Darley..... DS

✓ Knox Co..... M

Ziamatic Corp (ZICO)..... M

D070 First aid products

Cardiac Science Inc..... M-O

DLH Inc/Intelligent First Aid

Elmridge Protection Products..... M

Orion Safety Products..... M

✓ Philips Medical Systems

Safetec of America Inc..... M

Z-Medica Corporation

D080 Flares/guns/cases

All Traffic Solutions..... M-SR

Empco-Lite/Elgin Molded Plastics..... M

GMPCS Personal Communications

National Flare Co Inc..... M

Orion Safety Products..... M

D090 Flashers

Empco-Lite/Elgin Molded Plastics..... M

North American Signal Co..... M

✓ Solar Traffic Controls LLC..... M

SoundOff Signal..... M

Torfino Enterprises Inc..... M

D095 Gas detectors

Bacou-Dalloz Americas..... M

Delta Hospital Supply Inc..... D-DS-MO-OL

Enmet Corp..... M

Grace Industries Inc..... M

✓ MSA..... M

RAE Systems

Thermo Electron Corp

D100 Generators

Mohawk Ltd..... DS-M

Tele-Lite Inc..... D-DS-M

D110 Hazardous materials equipment

308 Systems Inc..... M-SC

Berkeley Nucleonics..... M

CamelBak Products LLC..... M

Canberra Industries..... M

Climatronics Corp..... M

Darley..... DS

✓ Defense Group Inc..... M-SC

Enmet Corp..... M

Geomet Technologies LLC..... D-M-SC

Global Secure Safety..... M

Idaho Technology Inc..... M

Industrial Scientific Corp

ISI..... M

JANT Pharmacal Corp..... DS

LifeBarrier..... D-DS-M

MITI Mfg Co Inc..... M

RAE Systems

RMC Medical Inc..... DS-M

Safetec of America Inc..... M

Safety Storage Inc..... M

SafetyTech Intl Inc..... DS-M

Scott Health & Safety..... M

Search Systems Inc..... DS-EI-M

✓ Segway Inc..... M

✓ Signature Science LLC..... G-SC

Thermo Electron Corp

TurboFlare USA..... DS-EI-M

Zumro Inc..... D-DS-M

D120 Hospital equipment

Geomet Technologies LLC..... D-M-SC

Medical Devices Intl/Div of Microtek Medical..... M

✓ Philips Medical Systems

Rascal Insurance Services..... D-DS-M-MO-SR-OL

RMC Medical Inc..... DS-M

ZOLL Medical Corp..... M

D130 Lights, emergency

Code 3 Inc..... M

Fleet Safety Equipment Inc..... DS

Golight Inc..... M

Grace Industries Inc..... M

Havis-Shields Equipment Corp..... M

KEEPRS

Ledtronics Inc..... M

LifeHammer - ResQMe..... D-DS

Mag Instrument Inc..... M

North American Signal Co..... M

Nova Electronics Inc..... M

Orion Safety Products..... M

PolyBrite Intl Inc..... M

Safe Lites..... M

✓ Solar Traffic Controls LLC..... M

SoundOff Signal..... M

✓ Squad-Fitters Inc..... DS-M-MO-OL

Streamlight Inc..... M

Streicher's..... D-DS-MO

Tactical Scanners Inc..... M

Tele-Lite Inc..... D-DS-M

TurboFlare USA..... DS-EI-M

Warnock Fleet..... D-DS

Whelen Engineering Co Inc..... M

Will-Burt Co, The..... M

Winder Police Equipment Inc..... D-DS-SC

D135 Portable weather stations

Climatronics Corp..... M

D140 Rescue/disaster equipment

308 Systems Inc..... M-SC

Aerovironment Inc..... G-M

Broco Inc..... M

Certified in Homeland Security..... P-S

CMC Rescue Inc..... D-DS-EI-M-MO-S-OL

Darley..... DS

DLH Inc/Intelligent First Aid

Draeger Safety Inc..... M

Elmridge Protection Products..... M

Enmet Corp..... M

✓ E-Z Up Intl Inc..... M

Fascut Industries Inc..... D-DS-M-SR

General Purpose Vehicles..... M

Global Secure Safety..... M

Halcyon Products Inc..... M

Hyde Engineering Group Inc..... DS-M

Industrial Scientific Corp

ISG Thermal Systems USA Inc..... M

ISI..... M

✓ Knox Co..... M

✓ L-3 Communications, Public Safety Solutions..... M

LifeHammer - ResQMe..... D-DS

✓ MSA..... M

National Flare Co Inc..... M

Nova Ray Inc..... M

OK Fine Productions..... DS-M

Optical Surveillance Systems Inc..... D-DS-M-MO

Pacific Safety Products Inc..... M

PolyBrite Intl Inc..... M

Raytheon JPS Communications..... DS-M

SafetyTech Intl Inc..... DS-M

Search Systems Inc..... DS-EI-M

✓ Segway Inc..... M

Streamlight Inc..... M

West Coast Shoe Co (WESCO)..... M

Ziamatic Corp (ZICO)..... M

Zistos Corp

Zumro Inc..... D-DS-M

D142 Resuscitation equipment

Cardiac Science Inc..... M-O

Laerdal Medical Corp..... DS-M

Medtronic Physio-Control..... M

✓ Philips Medical Systems

Ziamatic Corp (ZICO)..... M

ZOLL Medical Corp..... M

Investigation

E005 Barrier tape

Associated Bag Co..... DS-MO-OL

Reef Industries..... M

Safety Flag Co..... DS-M

E010 Binoculars

| | |
|-----------------------------|------|
| Forestry Suppliers Inc..... | DS |
| Fujinon Inc..... | DS-M |
| Konus Optics..... | DS |
| Leupold & Stevens Inc..... | M |
| Newcon-Optik..... | M |

E018 Cameras, digital

| | |
|--|--------------------|
| AMR Digital..... | EI-M |
| CDW*G..... | DS-MO-OL |
| Eos Systems Inc..... | M |
| Eye Communication Systems Inc..... | M |
| Forestry Suppliers Inc..... | DS |
| Intl Police Technologies..... | M |
| ✓ L-3 Communications, Mobile-Vision Inc..... | M |
| Natl Law Enforcement Supply..... | D |
| Penn Camera Professional.... | D-DS-MO-S-SC-SR-OL |

E020 Cameras, general purpose/ accessories

| | |
|------------------------------------|--------------------|
| Eye Communication Systems Inc..... | M |
| Natl Law Enforcement Supply..... | D |
| Penn Camera Professional.... | D-DS-MO-S-SC-SR-OL |

E030 Cameras, identification/mug

| | |
|----------------------------------|--------------------|
| Cogent Systems..... | M |
| DataWorks Plus LLC..... | M |
| Dynamic Imaging Systems Inc..... | D |
| Penn Camera Professional.... | D-DS-MO-S-SC-SR-OL |

E040 Cameras, surveillance

| | |
|--|---------|
| Apollo Video Tech..... | M |
| DTC Communications..... | M |
| Electrophysics Corp..... | DS-M |
| ESA..... | D-DS-EI |
| Eye Communication Systems Inc..... | M |
| Farber Specialty Vehicles..... | M |
| Gyrocam Systems LLC..... | DS-M |
| Integrian Inc..... | M |
| L-3 Communications, Infrared Products..... | SC |
| ✓ L-3 Communications, Mobile-Vision Inc..... | M |
| ✓ L-3 Communications, Public Safety Solutions..... | M |
| L-3 Communications, Wescam..... | M |
| Research Electronics Intl..... | M |
| Salient Mfg & Security Products Inc..... | M |
| Security Products Intl..... | DS |
| Van Cleve & Associates..... | M |
| WatchGuard Video..... | M |
| Will-Burt Co, The..... | M |
| Zistos Corp..... | M |

E050 Cameras, video

| | |
|--|------|
| Cruisecam Intl Inc..... | M |
| Eye Communication Systems Inc..... | M |
| Kustom Signals Inc..... | M-SR |
| ✓ L-3 Communications, Mobile-Vision Inc..... | M |
| ✓ L-3 Communications, Public Safety Solutions..... | M |
| MicroSlate Inc..... | M |
| MPH Industries Inc..... | M |
| PriorityStart Inc..... | M |
| Resolution Video Inc..... | S-SC |
| Security Products Intl..... | DS |

| | |
|-----------------------|---|
| WatchGuard Video..... | M |
| Zistos Corp..... | M |

E060 Countermeasure devices

| | |
|-------------------------------------|--------------|
| Alcohol Countermeasure Systems..... | M |
| Anonymizer Inc..... | M-OL |
| Life Safety Systems Inc..... | D-DS-EI-M-SC |
| Research Electronics Intl..... | M |
| Van Cleve & Associates..... | M |

E070 Crime scene processing equipment

| | |
|--|--------------------|
| Coherent Inc..... | M |
| Criminalistics Inc..... | EI-M |
| Lynn Peavey Co..... | M |
| Nelmar Security Packaging Systems..... | DS-M |
| Optech Inc..... | M |
| Penn Camera Professional.... | D-DS-MO-S-SC-SR-OL |
| Porter Lee Corp..... | DS-G-M-SR |
| Sirchie Finger Print Labs Inc..... | M |
| Spectronics Corp..... | M |

E075 DNA test kits

| | |
|---------------------------|---|
| Idaho Technology Inc..... | M |
|---------------------------|---|

E077 DNA testing services

| | |
|------------------------|----|
| ✓ Orchid Cellmark..... | SC |
|------------------------|----|

E080 Dog training

| | |
|-------------------------------------|---------|
| Cross Match Technologies Inc..... | M |
| ✓ Global Training Academy Inc..... | M |
| K9 Storm Inc..... | EI-M-OL |
| Rudy Drexler's School for Dogs..... | S |
| ✓ Signature Science LLC..... | G-SC |

E090 Dog training/handling equipment

| | |
|-------------------------------------|---------|
| Criminalistics Inc..... | EI-M |
| Cross Match Technologies Inc..... | M |
| ✓ Global Training Academy Inc..... | M |
| Havis-Shields Equipment Corp..... | M |
| K9 Pro Wear..... | M-MO-OL |
| K9 Storm Inc..... | EI-M-OL |
| KEEPRS..... | M |
| PolyBrite Intl Inc..... | M |
| Rudy Drexler's School for Dogs..... | S |
| ✓ Signature Science LLC..... | G-SC |

E110 Evidence collection

| | |
|------------------------------------|------------|
| ✓ 21st Century Robotics Inc..... | M |
| ✓ Armor Holdings Inc..... | M |
| Associated Bag Co..... | DS-MO-OL |
| ClueFinders Inc..... | DS-M-MO-SC |
| cMedia Solution Corp..... | M |
| Coherent Inc..... | M |
| Eye Communication Systems Inc..... | M |
| ✓ E-Z Up Intl Inc..... | M |
| Fitzco Inc..... | DS-M |
| ✓ Forensic Technology Inc..... | DS-M-SC |
| Intl Police Technologies..... | M |

| | |
|--|--------------------|
| ✓ L-3 Communications, Mobile-Vision Inc..... | M |
| LifeBarrier..... | D-DS-M |
| Lynn Peavey Co..... | M |
| Natl Law Enforcement Supply..... | D |
| Optech Inc..... | M |
| ✓ Orchid Cellmark..... | SC |
| Penn Camera Professional.... | D-DS-MO-S-SC-SR-OL |
| Porter Lee Corp..... | DS-G-M-SR |
| ✓ Progressive Microtechnology Inc..... | D-DS-M |
| Safetec of America Inc..... | M |
| ✓ Signature Science LLC..... | G-SC |
| Sirchie Finger Print Labs Inc..... | M |
| Spectronics Corp..... | M |
| SPEX Forensics..... | M |
| Tactical Scanners Inc..... | M |
| TechSmith Corp..... | M |

E120 Evidence storage/security

| | |
|--|-----------|
| American Locker Security Systems..... | M |
| Associated Bag Co..... | DS-MO-OL |
| cMedia Solution Corp..... | M |
| Cogent Systems..... | M |
| Commander Cabinets/Woodwork Unlimited Inc..... | M |
| DSM Law Enforcement Products..... | M |
| Eye Communication Systems Inc..... | M |
| Fitzco Inc..... | DS-M |
| ✓ Forensic Technology Inc..... | DS-M-SC |
| Halcyon Products Inc..... | M |
| HellermannTyton..... | M |
| Intl Police Technologies..... | M |
| Kardex Systems Inc..... | M |
| Lynn Peavey Co..... | M |
| Nelmar Security Packaging Systems..... | DS-M |
| Porter Lee Corp..... | DS-G-M-SR |
| ✓ Progressive Microtechnology Inc..... | D-DS-M |
| Propertyroom.com..... | SC |
| Safety Storage Inc..... | M |
| Security Engineered Machinery..... | D-M |
| ✓ Signature Science LLC..... | G-SC |
| Spacesaver Corp..... | M |
| Tiffin Metal Products..... | M |
| TruckVault..... | M |
| Wire Crafters LLC..... | DS-M |

E140 Fingerprint kits

| | |
|------------------------------------|------|
| ✓ Armor Holdings Inc..... | M |
| Criminalistics Inc..... | EI-M |
| Lynn Peavey Co..... | M |
| Melles Griot..... | M |
| Natl Law Enforcement Supply..... | D |
| Sirchie Finger Print Labs Inc..... | M |
| SPEX Forensics..... | M |

E145 Forensic DNA testing services

| | |
|------------------------|----|
| ✓ Orchid Cellmark..... | SC |
|------------------------|----|

E150 Forensic test equipment/kits

| | |
|--------------------------------------|------------|
| Alcohol Countermeasure Systems | M |
| ✓ Armor Holdings Inc | M |
| Axciton Systems Inc | DS-M-S-SR |
| ClueFinders Inc. | DS-M-MO-SC |
| Coherent Inc | M |
| Dummies Unlimited Inc | M |
| ESA | D-DS-EI |
| Fitzco Inc. | DS-M |
| Grace Industries Inc. | M |
| Idaho Technology Inc. | M |
| JANT Pharamcal Corp. | DS |
| Melles Griot | M |
| Natl Law Enforcement Supply | D |
| Pelican Products Inc | M |
| Savage Range Systems Inc | M |
| Sirchie Finger Print Labs Inc | M |
| Spectronics Corp | M |
| ✓ US Cavalry Inc | D-DS-MO-OL |
| Whatman | M |

E155 Gunshot residue test kits

| | |
|----------------------|---|
| SPEX Forensics | M |
|----------------------|---|

E160 Laboratory equipment/supplies

| | |
|---|------|
| Berkeley Nucleonics | M |
| Fitzco Inc. | DS-M |
| Idaho Technology Inc. | M |
| Nelmar Security Packaging Systems | DS-M |
| Safety Storage Inc. | M |
| Sirchie Finger Print Labs Inc | M |
| Spectronics Corp | M |
| Thermo Electron Corp | M |

E170 Laboratory services

| | |
|--------------------------------------|------------|
| ClueFinders Inc. | DS-M-MO-SC |
| Fitzco Inc. | DS-M |
| Idaho Technology Inc. | M |
| ✓ Orchid Cellmark | SC |
| Porter Lee Corp. | DS-G-M-SR |
| ✓ Signature Science LLC | G-SC |

E180 Lights, special purpose

| | |
|------------------------------------|--------|
| Coherent Inc | M |
| Golight Inc. | M |
| Havis-Shields Equipment Corp | M |
| Ledtronics Inc. | M |
| Melles Griot | M |
| Pelican Products Inc | M |
| Safe Lites | M |
| SPEX Forensics | M |
| Streamlight Inc | M |
| Sure Fire LLC | M |
| TACM III Inc | DS-M |
| Tactical Scanners Inc | M |
| Tele-Lite Inc. | D-DS-M |
| Wanco Inc. | DS-M |
| Will-Burt Co, The | M |

E190 Marine/diving equipment

| | |
|-----------------|---|
| Broco Inc | M |
|-----------------|---|

| | |
|---|------|
| Draeger Safety Inc. | M |
| Hyde Engineering Group Inc | DS-M |
| Nelmar Security Packaging Systems | DS-M |
| Nova Ray Inc | M |
| TACM III Inc | DS-M |

E200 Mirrors, surveillance

| | |
|---|---|
| Salient Mfg & Security Products Inc | M |
|---|---|

E202 Night vision systems

| | |
|--|------------|
| American Innovations Inc | M |
| Electrophysics Corp | DS-M |
| Fujinon Inc | DS-M |
| Gyrocam Systems LLC | DS-M |
| ISG Thermal Systems USA Inc | M |
| ✓ ITT Night Vision | M |
| ✓ L-3 Communications, Public Safety Solutions | M |
| Mag Instrument Inc. | M |
| Newcon-Optik | M |
| Northland Security Products | M-SC |
| N-Vision Optics | M |
| ✓ Oregon Aero Inc | DS-M-MO-OL |
| Pacific Instruments | DS |
| Zistos Corp | M |

E205 Noise instruments

| | |
|------------------------------|---------|
| Quest Technologies Inc | M |
| Search Systems Inc. | DS-EI-M |

E240 Polygraph equipment

| | |
|---|----------------|
| Academy Scientific Investigative Trng | D-S-SC |
| Axciton Systems Inc | DS-M-S-SR |
| ✓ Natl Trng Ctr of Polygraph Science | D-DS-EI-P-S-SC |

E250 Recorders, audio

| | |
|-------------------------------------|------------|
| Call Recording Solutions | D-MO-SC-OL |
| ESA | D-DS-EI |
| EWA Government Systems Inc | D-DS-M-SC |
| Martel Electronics Inc | D-DS-M |
| Nice Systems Inc | M |
| Omnicon Electronics | DS-M-MO |
| TechSmith Corp | M |
| ✓ Webtranscription.com | SC |

E260 Recorders, video

| | |
|-------------------------------------|--------|
| Aegison Corp | M |
| Applied Integration Corp | M |
| Eye Communication Systems Inc | M |
| Kustom Signals Inc | M-SR |
| Martel Electronics Inc | D-DS-M |
| Northland Security Products | M-SC |
| Security Products Intl | DS |
| TechSmith Corp | M |
| WatchGuard Video | M |
| ✓ Webtranscription.com | SC |

E270 Scales

| | |
|--------------------------------|---|
| Intercomp | M |
| Measurement Systems Intl | M |

E280 Surveillance equipment

| | |
|--|--------------|
| A4S Security Inc | M |
| Aerovironment Inc | G-M |
| American Blimp Corp. | M |
| American Innovations Inc | M |
| Apollo Video Tech | M |
| Berkeley Nucleonics | M |
| CeoTronics | M |
| Delta Digital Video | M |
| Electrophysics Corp | DS-M |
| Enstrom Helicopter Corp | M |
| ESA | D-DS-EI |
| Eye Communication Systems Inc | M |
| Gyrocam Systems LLC | DS-M |
| ✓ ICOP Digital Inc | D-DS-M-SR |
| Integrian Inc | M |
| ✓ ITT Night Vision | M |
| L-3 Communications, Infrared Products | SC |
| ✓ L-3 Communications, Mobile-Vision Inc | M |
| Life Safety Systems Inc | D-DS-EI-M-SC |
| Millennium Sensor LLC | M |
| Nova Ray Inc | M |
| Omnicon Electronics | DS-M-MO |
| Pen-Link Ltd | D |
| Rotomotion LLC | M |
| Search Systems Inc | DS-EI-M |
| SecureTech Systems Inc | D-M |
| Security Products Intl | DS |
| ✓ Segway Inc | M |
| Time Domain Corp | M |
| Van Cleve & Associates | M |

E285 Thermal imaging systems

| | |
|--|------------|
| Aerovironment Inc | G-M |
| Electrophysics Corp | DS-M |
| Gyrocam Systems LLC | DS-M |
| ISI | M |
| L-3 Communications, Infrared Products | SC |
| ✓ L-3 Communications, Public Safety Solutions | M |
| L-3 Communications, Wescam | DS |
| ✓ Laser Shot Inc | DS |
| ✓ MSA | M |
| Northland Security Products | M-SC |
| ✓ Oregon Aero Inc | DS-M-MO-OL |
| Scott Health & Safety | M |
| Search Systems Inc | DS-EI-M |
| Van Cleve & Associates | M |
| Zistos Corp | M |

E290 Tracking devices

| | |
|--|------|
| Advanced Public Safety Inc | DS-G |
| ✓ L-3 Communications, Public Safety Solutions | M |
| NuParadigm Systems Inc | M-SC |
| Time Domain Corp | M |

E300 Voice analyzers

| | |
|--------------------------|---|
| Project54 | S |
| Personal Equipment | M |

Personal Equipment

F010 Badge cases

| | |
|---------------------------------|--------------|
| Aker Intl Inc..... | M |
| Awards & More..... | M |
| Berben Insignia Co..... | D-MO-OL |
| ✓Blackinton VH & Co Inc..... | M |
| Boston Leather Inc..... | M |
| Central Police Supply..... | D-MO-OL |
| Collinson Enterprises..... | M |
| D&K Mfg Co Inc..... | EI-M |
| Entenmann-Rovin Co..... | M |
| Identicom Technologies Inc..... | D-SC |
| Red the Uniform Tailor..... | D-DS-M |
| Signature Badges..... | M |
| Smith & Warren..... | M |
| Southern Police Equipment..... | DS-G-M-MO-OL |
| Stokes Intl..... | M |
| ✓Strong Leather Co..... | M |
| ✓Sun Badge Co..... | M |
| V&V Mfg Inc..... | M |

F020 Badges/shields

| | |
|-------------------------------------|---------------|
| Advantage Emblem Inc..... | D-DS-EI-MO |
| Awards & More..... | M |
| Berben Insignia Co..... | D-MO-OL |
| ✓Blackinton VH & Co Inc..... | M |
| Brodsky's Uniforms & Equipment..... | D-DS-MO |
| Classline Inc..... | M |
| Collinson Enterprises..... | M |
| Commercial Emblem Co..... | D-DS-EI-MO-OL |
| ✓COPSWest..... | M |
| CW Nielsen Mfg Corp..... | M |
| D&K Mfg Co Inc..... | EI-M |
| Darley..... | DS |
| Entenmann-Rovin Co..... | M |
| ISI Services Corp..... | D-DS-EI |
| Lewis Uniform Co LLC..... | D |
| Natl Imprint Corp..... | DS-M-MO-P |
| Northwest Territorial Mint..... | M |
| PINS Inc..... | DS-EI-M-MO-OL |
| Red the Uniform Tailor..... | D-DS-M |
| ✓Reeves Co Inc..... | M-MO |
| Roberts Co..... | MO |
| Schweizer Emblem Co..... | M |
| Signature Badges..... | M |
| Smith & Warren..... | M |
| Stokes Intl..... | M |
| ✓Sun Badge Co..... | M |
| SymbolArts LLC..... | M |
| V&V Mfg Inc..... | M |
| Winder Police Equipment Inc..... | D-DS-SC |
| World Emblem Intl Inc..... | DS-M |

F030 Batons/baton carriers

| | |
|-----------------------------------|---------|
| Boston Leather Inc..... | M |
| Elite Survival Systems..... | DS-EI-M |
| Gould & Goodrich Leather Inc..... | M |
| Newcon-Optik..... | M |
| PolyBrite Intl Inc..... | M |
| Reliapon Police Products Inc..... | DS-M-P |
| Stallion Leather..... | M |

F040 Belt buckles

| | |
|----------------------------|------------|
| Collinson Enterprises..... | M |
| Curiosity Sales..... | DS-M-MO-OL |
| CW Nielsen Mfg Corp..... | M |

| | |
|---------------------------------|---|
| Entenmann-Rovin Co..... | M |
| Medalcraft Mint Inc..... | M |
| Northwest Territorial Mint..... | M |
| Stokes Intl..... | M |
| ✓Sun Badge Co..... | M |
| SymbolArts LLC..... | M |
| TBW Industries Inc..... | M |
| V&V Mfg Inc..... | M |

F050 Clipboards/holders

| | |
|-----------------------------|------------|
| ✓Oregon Aero Inc..... | DS-M-MO-OL |
| Red the Uniform Tailor..... | D-DS-M |

F055 Duty equipment, accessories

| | |
|-------------------------------------|-----------|
| Blackhawk Products Group..... | M |
| Hamburger Woolen Co Inc..... | M |
| LaserMax Inc..... | M |
| Paradigm Tactical Products Inc..... | M |
| Peerless Handcuff Co..... | M |
| Spec-OPS Brand..... | M-MO |
| SRT Supply..... | DS |
| ✓Strong Leather Co..... | M |
| Tuff-Tie Inc..... | D-DS-EI-M |
| ✓VisualLock, Inc..... | M |

F060 Flashlights

| | |
|------------------------------------|------------|
| AETCO Inc..... | M |
| Blackhawk Products Group..... | M |
| Central Police Supply..... | D-MO-OL |
| Darley..... | DS |
| Diamondback Tactical..... | D-M-MO-OL |
| Digital Ally Inc..... | M |
| ESA..... | D-DS-EI |
| Forestry Suppliers Inc..... | DS |
| GMPCS Personal Communications..... | M |
| Golight Inc..... | M |
| Laser Devices Inc..... | M |
| Ledtronics Inc..... | M |
| Mag Instrument Inc..... | M |
| Markl Supply Co Inc..... | D-DS-MO |
| Mohawk Ltd..... | DS-M |
| Northland Security Products..... | M-SC |
| ✓Oregon Aero Inc..... | DS-M-MO-OL |
| OSI Batteries..... | DS |
| Pacific Instruments..... | DS |
| Reliapon Police Products Inc..... | DS-M-P |
| Streamlight Inc..... | M |
| Sure Fire LLC..... | M |
| TACM III Inc..... | DS-M |
| Tactical Scanners Inc..... | M |
| Tele-Lite Inc..... | D-DS-M |

F070 Infectious disease protection equipment

| | |
|--------------------------------|------------|
| Delta Hospital Supply Inc..... | D-DS-MO-OL |
| Geomet Technologies LLC..... | D-M-SC |
| Global Secure Safety..... | M |
| ISI..... | M |
| L&R Mfg Co..... | M |
| LifeBarrier..... | D-DS-M |
| Lion Apparel Inc..... | M |
| Safetec of America Inc..... | M |
| SafetyTech Intl Inc..... | DS-M |

| | |
|-------------------------------------|------|
| ✓Signature Science LLC..... | G-SC |
| Trademark Graphics..... | M |
| TSI Inc..... | M |
| TurtleSkin Protective Products..... | M |

F080 Lock-opening devices

| | |
|----------------------------|-----------|
| Fascut Industries Inc..... | D-DS-M-SR |
| ✓Steck Mfg Co..... | M |

F085 Notebooks

| | |
|-------------------------|---|
| ✓Strong Leather Co..... | M |
|-------------------------|---|

F090 Restraint/defense devices

| | |
|------------------------------------|-----------|
| Aerko Intl..... | M |
| AETCO Inc..... | M |
| Hamburger Woolen Co Inc..... | M |
| HellermannTyton..... | M |
| Hiatt-Thompson Corp..... | DS-M |
| Humane Restraint Co Inc..... | M |
| Kickstop Restraint Co Inc..... | M |
| Peerless Handcuff Co..... | M |
| ✓Personal Safety Corp..... | M |
| Protective Safety Systems Inc..... | DS-S-SC |
| Reliapon Police Products Inc..... | DS-M-P |
| ✓Smith & Wesson..... | M |
| Strap Cuffs..... | M |
| Tuff-Tie Inc..... | D-DS-EI-M |

F100 Weapons, personal impact

| | |
|-----------------------------------|------|
| AETCO Inc..... | M |
| ✓FNH USA..... | M |
| SOG Specialty Knives & Tools..... | DS-M |

Security

G010 Access control devices/systems

| | |
|---|--------------------|
| CEIA-USA..... | DS-G-M-MO-SC-SR-OL |
| Checkpoint Systems Inc..... | M |
| Click2Enter Inc..... | M |
| Cogent Systems..... | M |
| EWA Government Systems Inc..... | D-DS-M-SC |
| GE Security..... | M |
| IdentiSys..... | D |
| Identix..... | M |
| Intelli-Check Inc..... | DS-M |
| ✓Knox Co..... | M |
| Millennium Sensor LLC..... | M |
| North American Video..... | M |
| PMG Inc/Roadspike..... | DS-M |
| Precision Dynamics Corp..... | M |
| Quantum Secure..... | M |
| Rebanks Pepper Littlewood Architects Inc..... | SC |
| Spectronics Corp..... | M |
| Tempbadge/Temtec..... | M |
| TEMTEC/Stopware..... | M |

G020 Alarm systems/intrusion detection systems

| | |
|--------------------------------------|---------|
| Autoclear..... | M-SC-SR |
| CALL24 Wireless Callbox Systems..... | M |

| | |
|-----------------------------|---------|
| Control Screening..... | M-SC-SR |
| Federal Labs..... | M-SC-SR |
| GE Security..... | M |
| Keltron Corp..... | M |
| Millennium Sensor LLC..... | M |
| SAS R&D Services Inc..... | D-EI-M |
| Scintrex Trace Corp..... | M-SC-SR |
| SecureTech Systems Inc..... | D-M |
| StopTech Ltd..... | M |

G030 Cameras, CCTV/security

| | |
|---|------------|
| A4S Security Inc..... | M |
| Aegison Corp..... | M |
| AirVisual Inc..... | M |
| American Innovations Inc..... | |
| Apollo Video Tech..... | M |
| Applied Integration Corp..... | M |
| Axis Communications..... | M |
| Delta Digital Video..... | M |
| Eye Communication Systems Inc..... | M |
| GE Security..... | M |
| ✓ICOP Digital Inc..... | D-DS-M-SR |
| L-3 Communications, Infrared Products..... | SC |
| Nestor Traffic Systems Inc..... | DS-M |
| Nice Systems Inc..... | M |
| North American Video..... | |
| ✓Northrop Grumman..... | SC |
| ✓Oregon Aero Inc..... | DS-M-MO-OL |
| Panasonic Security Systems..... | M |
| Rebanks Pepper Littlewood Architects Inc..... | SC |
| Resolution Video Inc..... | S-SC |
| StopTech Ltd..... | M |
| Wanco Inc..... | DS-M |

G040 Communications security systems

| | |
|--------------------------------------|-----------|
| AES IntelliNet..... | M |
| Airaya Wireless Broadband..... | |
| CALL24 Wireless Callbox Systems..... | |
| CeoTronics..... | M |
| Code Blue Corp..... | M |
| Delta Digital Video..... | M |
| EWA Government Systems Inc..... | D-DS-M-SC |
| Eye Communication Systems Inc..... | M |
| General Dynamics C4 Systems..... | M |
| GMPCS Personal Communications..... | |
| Keltron Corp..... | M |
| Nice Systems Inc..... | M |
| SecureTech Systems Inc..... | D-M |
| StopTech Ltd..... | M |
| Transcrypt Intl Inc..... | M |
| Van Cleve & Associates..... | |

G050 Deterrent systems

| | |
|--------------------------------------|-----|
| CALL24 Wireless Callbox Systems..... | |
| SecureTech Systems Inc..... | D-M |

G060 Enclosures/guard houses

| | |
|-------------------------|------|
| Delta Scientific..... | M |
| Safety Storage Inc..... | M |
| Wire Crafters LLC..... | DS-M |

G067 Glass protection film

| | |
|-------------------------------------|---|
| ✓ShatterGARD Window Protection..... | M |
|-------------------------------------|---|

G070 Glass, bullet-resistant

| | |
|-------------------------------------|------|
| Armor USA Inc..... | EI-M |
| ✓ShatterGARD Window Protection..... | M |

G080 ID systems/badges

| | |
|---------------------------------------|--------------------|
| Card Imaging..... | DS |
| CEIA-USA..... | DS-G-M-MO-SC-SR-OL |
| Commercial Emblem Co..... | D-DS-EI-MO-OL |
| Datacard Group..... | M |
| Dynamic Imaging Systems Inc..... | D |
| EWA Government Systems Inc..... | D-DS-M-SC |
| Identicom Technologies Inc..... | D-SC |
| IdentiSys..... | D |
| Intelli-Check Inc..... | DS-M |
| ✓Northrop Grumman..... | SC |
| Precision Dynamics Corp..... | M |
| ✓Progressive Microtechnology Inc..... | D-DS-M |
| ✓Reeves Co Inc..... | M-MO |
| Tempbadge/Temtec..... | M |
| TEMTEC/Stopware..... | M |
| Zebra Card Printer Solutions..... | DS-M |

G090 Metal/weapons detectors

| | |
|--------------------------------------|--------------------|
| Autoclear..... | M-SC-SR |
| CEIA-USA..... | DS-G-M-MO-SC-SR-OL |
| Control Screening..... | M-SC-SR |
| Federal Labs..... | M-SC-SR |
| Fisher Labs..... | M |
| Garrett Metal Detectors..... | M |
| LifeBarrier..... | D-DS-M |
| Mogul Security Equipment Co LLC..... | M |
| Paradigm Tactical Products Inc..... | M |
| SAIC..... | M |
| Scintrex Trace Corp..... | M-SC-SR |
| ✓Segway Inc..... | M |
| Stuart Electronics..... | DS |
| Tactical Scanners Inc..... | M |
| Torfino Enterprises Inc..... | M |

G100 Mirrors

| | |
|---------------------------|--------|
| SAS R&D Services Inc..... | D-EI-M |
|---------------------------|--------|

G110 Monitors, radio/TV/telephone

| | |
|-------------------------------|------------|
| Call Recording Solutions..... | D-MO-SC-OL |
| Keltron Corp..... | M |
| RAE Systems..... | |
| Tip Systems..... | |

G120 Security devices/systems

| | |
|--------------------------------------|--------------------|
| A4S Security Inc..... | M |
| Aegison Corp..... | M |
| AirVisual Inc..... | M |
| Autoclear..... | M-SC-SR |
| CALL24 Wireless Callbox Systems..... | |
| CEIA-USA..... | DS-G-M-MO-SC-SR-OL |
| Click2Enter Inc..... | M |
| Control Screening..... | M-SC-SR |
| Eye Communication Systems Inc..... | M |

| | |
|------------------------------------|---------|
| Federal Labs..... | M-SC-SR |
| Fisher Labs..... | M |
| HellermannTyton..... | M |
| Identicom Technologies Inc..... | D-SC |
| Kardex Systems Inc..... | M |
| Millennium Sensor LLC..... | M |
| Moyer Associates Inc..... | SC |
| North American Video..... | |
| Northland Security Products..... | M-SC |
| N-Vision Optics..... | M |
| Panasonic Security Systems..... | M |
| PepperBall Technologies Inc..... | M |
| PMG Inc/Roadspike..... | DS-M |
| Quantum Secure..... | |
| Ramsafe Technologies..... | M |
| Scintrex Trace Corp..... | M-SC-SR |
| SecureTech Systems Inc..... | D-M |
| Security Engineered Machinery..... | D-M |
| ✓Segway Inc..... | M |
| Shred-it..... | SC |
| ✓Smith & Wesson..... | M |
| StopTech Ltd..... | M |
| Tempbadge/Temtec..... | M |
| Thermo Electron Corp..... | |
| Transcrypt Intl Inc..... | M |
| ✓VisualLock Inc..... | M |

Tactical & Protective Equipment

H010 Armor, architectural

| | |
|---------------------------------------|------|
| Advanced Training Systems Inc..... | DS-M |
| Armor USA Inc..... | EI-M |
| Protection Development Intl Corp..... | M |

H015 Armor, other

| | |
|--|--------------|
| Damascus Protective Gear/DPG Corp..... | M |
| First Choice Armor & Equip Inc..... | M |
| ForceOne LLC..... | M |
| Gator Hawk Armor Inc..... | M |
| K9 Pro Wear..... | M-MO-OL |
| Protective Products Intl..... | M |
| Southern Police Equipment..... | DS-G-M-MO-OL |
| Spec-OPS Brand..... | M-MO |
| Under Armour..... | M |
| US Armor Corp..... | M |
| ✓US Cavalry..... | D-DS-MO-DL |

H020 Armor, soft body

| | |
|-------------------------------------|-----------|
| All State Police Equipment..... | DS |
| Brodsky's Uniforms & Equipment..... | D-DS-MO |
| Diamondback Tactical..... | D-M-MO-OL |
| DSM Dyneema..... | M |
| DSM Dyneema LLC..... | M |
| First Choice Armor & Equip Inc..... | M |
| ForceOne LLC..... | M |
| Gator Hawk Armor Inc..... | M |
| K9 Storm Inc..... | EI-M-OL |
| KEEPRS..... | |
| Kevlar®/DuPont Co..... | |
| MAE Group Intl Inc..... | DS-EI |
| MarkI Supply Co Inc..... | D-DS-MO |
| ✓MSA..... | M |



Casual ▶

◀ Duty

◀ Tactical

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GSA Schedule
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PACA Body ArmorD-DS-G-M-SR
 Pacific Safety Products Inc..... M
 Protective Products Intl..... M
 RBR Tactical Armor Inc
 Second Chance Body Armor..... M
 SRT Supply.....DS
 Streicher's D-DS-MO
 Teijin Twaron USA Inc..... M
 TurtleSkin Protective Products M
 US Armor Corp M
 Zensah tactical Apparel M

H040 Armored shields

Armor USA Inc..... EI-M
 DSM Dyneema M
 DSM Dyneema LLC..... M
 Fenrir Industries Inc..... M
 Instant Armor Inc M
 Kevlar®/DuPont Co
 Pacific Safety Products Inc..... M
 Patriot3..... M
 Protection Development Intl Corp..... M
 Protective Products Intl..... M
 RBR Tactical Armor Inc
 Second Chance Body Armor..... M
 Teijin Twaron USA Inc M
 US Armor Corp M

H050 Ballistic materials

Advanced Training Systems Inc DS-M
 Armor USA Inc..... EI-M
 DSM Dyneema M
 DSM Dyneema LLC..... M
 Honeywell Spectra Technologies
 Kevlar®/DuPont Co
 Nosler
 PACA Body ArmorD-DS-G-M-SR
 Patriot3..... M
 Protection Development Intl Corp..... M
 Protective Products Intl..... M
 Teijin Twaron USA Inc..... M
 TurtleSkin Protective Products M
 ✓US Cavalry.....D-DS-MO-DL

H060 Barricades

Advanced Training Systems Inc DS-M
 American Innovations Inc
 Delta Scientific M
 Pelican Products Inc..... M
 Reef Industries..... M
 Safety Flag Co DS-M

H070 Bomb detection

American Innovations Inc
 American Science & Engineering
 Autoclear..... M-SC-SR
 Berkeley Nucleonics..... M
 Control Screening M-SC-SR
 Criminalistics Inc..... EI-M
 Draeger Safety Inc..... M
 Farber Specialty Vehicles M
 Federal Labs..... M-SC-SR
 GE Security..... M

JANT Pharmacal Corp..... DS
 Pickett's Primer On Explosives DS-SC
 Rudy Drexler's School for Dogs S
 SAIC..... M
 SAS R&D Services Inc..... D-EI-M
 Scintrex Trace Corp M-SC-SR
 ✓Segway Inc..... M
 Thermo Electron Corp

H080 Bomb disposal

Criminalistics Inc..... EI-M
 Instant Armor Inc M
 JANT Pharmacal Corp..... DS
 Life Safety Systems Inc..... D-DS-EI-M-SC
 PACA Body Armor D-DS-G-M-SR
 Protection Development Intl Corp..... M
 RBR Tactical Armor Inc
 Royal Arms Intl Inc M
 SAIC..... M
 SAS R&D Services Inc..... D-EI-M
 Second Chance Body Armor..... M

H085 Cases, protective

✓Hardigg Industries Inc..... M
 Pelican Products Inc..... M

H090 Chemical munitions

Aerko Intl M
 All State Police Equipment DS
 Combined Tactical Systems Inc..... M
 CQB Supply Inc DS-EI-M-OL
 MarkI Supply Co Inc D-DS-MO

H100 Entry devices

Broco Inc..... M
 Diamondback Tactical D-M-MO-OL
 Fascut Industries Inc D-DS-M-SR
 Fenrir Industries Inc..... M
 ✓Government Training Inst D-M-S-SC
 Hurst Entry Systems M
 ISI..... M
 Patriot3..... M
 Porta Target Inc..... M
 Royal Arms Intl Inc M
 Salient Mfg & Security Products Inc..... M
 Sentry Solutions Ltd M-MO
 US Armor Corp M

H110 Gas masks/accessories

Aerko Intl M
 Associated Bag Co DS-MO-OL
 Bacou-Daloz Americas..... M
 Delta Hospital Supply Inc..... D-DS-MO-OL
 DeSantis Holster & Leather Goods M
 Draeger Safety Inc..... M
 Geomet Technologies LLC..... D-M-SC
 Global Secure Safety M
 ✓MSA..... M
 SafetyTech Intl Inc..... DS-M
 Scott Health & Safety M
 TSI Inc..... M

H120 Goggles, safety

Bacou-Daloz Americas..... M
 Bestdefense.com
 Engineered Materials LLC M
 In-Range D
 Lion Apparel Inc
 ✓MSA..... M
 Revision Eyewear Ltd M
 ✓Super Seer Corp M

H130 Grenade launchers

Combined Tactical Systems Inc..... M

H135 Gun retention device

✓GunSupportGlove LLC
 Mogul Security Equipment Co LLC M
 Santa Cruz Gunlocks M
 Tactical Design Labs Inc..... DS-M-OL

H140 Helmets

DSM Dyneema M
 DSM Dyneema LLC M
 First Choice Armor & Equip Inc M
 ForceOne LLC M
 ✓Helmet House Inc DS
 Kevlar®/DuPont Co
 Lion Apparel Inc
 ✓MSA..... M
 ✓Oregon Aero Inc..... DS-M-MO-OL
 Patrol Bike Systems Inc..... D-MO
 Protective Products Intl..... M
 RBR Tactical Armor Inc
 ✓Squad-Fitters Inc..... DS-M-MO-OL
 SRT Supply..... DS
 ✓Super Seer Corp M
 Teijin Twaron USA Inc M

H150 Helmets, communication systems

AETCO Inc..... M
 CeoTronics..... M
 ✓Easy To Get Wireless DS-M-MO-OL
 ✓Freelinc..... M
 ✓MSA..... M
 Setcom Corp M
 ✓Squad-Fitters Inc..... DS-M-MO-OL
 ✓Super Seer Corp M

H160 Helmets, face shields

AETCO Inc..... M
 All State Police Equipment DS
 Armor USA Inc..... EI-M
 First Choice Armor & Equip Inc M
 ✓MSA..... M
 RBR Tactical Armor Inc
 Second Chance Body Armor..... M
 ✓Super Seer Corp M
 US Armor Corp M

H170 Hoods, fire retardant

Chapman Innovations..... M

Damascus Protective Gear/DPG Corp M
 Global Secure Safety M
 Kevlar®/DuPont Co
 Mifflin Valley Reflective Apparel M
 TAC WEAR Inc

H180 Lights, special purpose

Gyrocam Systems LLC DS-M
 ✓ **Helmet House Inc** DS
 Kimber Mfg Inc/Meprolight M-SR
 Laser Devices Inc M
 Pacific Instruments DS
 Pelican Products Inc M
 Safe Lites M
 ✓ **Solar Traffic Controls LLC** M
 Streamlight Inc M
 TACM III Inc DS-M
 Torfino Enterprises Inc M

H190 Robots, tactical

✓ **21st Century Robotics Inc** M
 Duelatron Target Systems M
 In-Range D
 Rotomotion LLC M

H200 Scopes/sights

ARMS INC M
 Diamondback Tactical D-M-MO-OL
 Engineered Materials LLC M
 Fujinon Inc DS-M
 ISG Thermal Systems USA Inc M
 ✓ **ITT Night Vision** M
 L-3 Communications, EOTech M
 Laser Devices Inc M
 LaserLyte
 Leupold & Stevens Inc M
 Newcon-Optik M
 Nikon Sport Optics M
 N-Vision Optics M
 Optical Surveillance Systems Inc D-DS-M-MO
 Schmidt & Bender Inc DS-M
 Trijicon Inc M
 Truglo Inc M

Traffic Enforcement

J010 Alcohol/drug detection devices

Alcohol Countermeasure Systems M
 American Science & Engineering
 Autoclear M-SC-SR
 CMI Inc M
 Control Screening M-SC-SR
 Draeger Safety Inc M
 Federal Labs M-SC-SR
 Intoximeters Inc M
 JANT Pharmacal Corp DS
 Lifeloc Technologies Inc M
 Lynn Peavey Co
 Optical Surveillance Systems Inc D-DS-M-MO
 SAS R&D Services Inc D-EI-M
 Scintrex Trace Corp M-SC-SR
 ✓ **Segway Inc** M

Southern Police Equipment DS-G-M-MO-OL

J020 Immobilizers

MITI Mfg Co Inc M

J030 Measuring devices

Alcohol Countermeasure Systems M
 ✓ **Decatur Electronics Inc** EI-M
 Forestry Suppliers Inc DS
 ✓ **Gatsometer BV** M
 Intercomp M
 ✓ **Jamar Technologies Inc** DS-M
 TimeMark Inc M
 Traffic Safety Service D-DS-M-MO-OL

J040 Parking enforcement equipment

American Signal Co M
 Extech Data Systems M
 MITI Mfg Co Inc M
 Pentax Imaging Co M
 Radix Corp M
 ✓ **Segway Inc** M
 T2 Systems Inc
 Tempbadge/Temtec M

J050 Parking meters/supplies

MITI Mfg Co Inc M

J053 Pedestrian safety equipment

1st International
 DLH Inc/Intelligent First Aid
 GEICO Direct O
 ✓ **Solar Traffic Controls LLC** M

J055 Red-light cameras

✓ **Gatsometer BV** M
 Nestor Traffic Systems Inc DS-M

J060 Signs

1st International
 All Traffic Solutions M-SR
 American Signal Co M
 ✓ **Decatur Electronics Inc** EI-M
 Delta Scientific M
 Dicke Safety Products M
 MDI Traffic Control Products M
 Precision Solar Controls Inc M
 Reflexite Americas M
 Safety Flag Co DS-M
 ✓ **Solar Traffic Controls LLC** M
 Trademark Graphics M
 Valley Screen Process Co Inc DS-M
 VizCon LLC M

J070 Speed detection equipment

1st International
 All Traffic Solutions M-SR
 ✓ **Decatur Electronics Inc** EI-M
 Eagle Eye Enterprises D-DS-SC

✓ **Gatsometer BV** M
 ✓ **Jamar Technologies Inc** DS-M
 Kustom Signals Inc M-SR
 MPH Industries Inc M
 Newcon-Optik M
 Precision Solar Controls Inc M
 ✓ **Solar Traffic Controls LLC** M
 Stalker Radar Lidar & Video M
 TimeMark Inc M
 Traffic Safety Service D-DS-M-MO-OL
 Wanco Inc DS-M

J075 Standardized field sobriety test

Lifeloc Technologies Inc M

J080 Templates, crash reconstruction

Accident Support Services Intl Ltd DS-SC

J085 Tint meters

✓ **Laser Labs Inc** M

J087 Tire deflation devices

Federal Signal Corp M
 MagnumSpike!/Phoenix Intl Ltd DS-EI-M
 PMG Inc/Roadspike DS-M
 StopTech Ltd M

J090 Traffic batons

Grace Industries Inc M
 Pacific Instruments DS
 PolyBrite Intl Inc M
 Torfino Enterprises Inc M
 TurboFlare USA DS-EI-M

J100 Traffic control systems

1st International
 All Traffic Solutions M-SR
 American Signal Co M
 Delta Scientific M
 Dicke Safety Products M
 Empco-Lite/Elgin Molded Plastics M
 MDI Traffic Control Products M
 National Flare Co Inc M
 Nestor Traffic Systems Inc DS-M
 Nova Electronics Inc M
 PMG Inc/Roadspike DS-M
 Precision Solar Controls Inc M
 ✓ **Solar Traffic Controls LLC** M
 Tempbadge/Temtec M
 Tomar Electronics Inc M
 TurboFlare USA DS-EI-M
 VizCon LLC M
 Wanco Inc DS-M

J110 Traffic markers/cones/flashers

1st International
 Empco-Lite/Elgin Molded Plastics M
 Kimber Mfg Inc/Meprolight M-SR
 Mohawk Ltd DS-M
 National Flare Co Inc M

North American Signal Co..... M
 Safety Flag Co..... DS-M
 ✓ Solar Traffic Controls LLC..... M
 Torfino Enterprises Inc..... M
 Traffic Safety Service..... D-DS-M-MO-OL
 TurboFlare USA..... DS-EI-M
 VizCon LLC..... M

J120 Traffic ticket forms

Trimble..... M

J130 Whistles

American Whistle Corp..... M
 Hamburger Woolen Co Inc
 Hiatt-Thompson Corp..... DS-M

Training

K010 Books/manuals/periodicals

✓ California University of PA/ILPP..... P-S-SC
 CHA Press
 ✓ Charles C Thomas Publisher Ltd..... P
 Constable Group Inc..... D-DS-M-MO-P-SC
 ✓ Defense Group Inc..... M-SC
 Drunk Busters of America..... D-DS-M-MO-OL
 Eagle Eye Enterprises..... D-DS-SC
 Emergency Film Group..... DS-M-MO
 Executive Protection Inst..... P-S
 ✓ Intl Assn for Property & Evidence Inc..... F-S-SC
 Investigation Training Inst..... SC
 John E Reid & Associates Inc..... SC
 Laerdal Medical Corp..... DS-M
 Lantern Books..... P
 Law Enforcement Resource Center..... DS
 Looseleaf Law Publications Inc..... M-MO-P
 Natl Crime Prevention Council..... F
 Natl Equipment Register..... SC-OL
 Natl Imprint Corp..... DS-M-MO-P
 Natl Public Safety Info Bureau..... P
 ✓ Natl Traffic Safety Inst
 NCJRS..... G-MO-P-OL
 ✓ Northwestern Univ Ctr
 for Public Safety..... P-S-OL
 O'Leary Brokaw & Associates Inc..... P-SC
 Pickett's Primer On Explosives..... DS-SC
 Police & Security News..... P
 ✓ Police Chief Magazine
 Police Executive Research Forum..... P-SC
 Police Marksman Magazine..... P
 PowerPhone Inc..... SC
 PR for Law Richard Lavinthal..... SC
 Reliapon Police Products Inc..... DS-M-P
 Snipercraft Inc..... S-SC
 Southern Police Equipment..... DS-G-M-MO-OL
 Thomas Edison State College..... S

K020 Courses/schools/seminars

Academy Scientific Investigative Trng..... D-S-SC
 Administrative Officers Mgt Program..... S
 Airborne Law Enforcement Assn..... F-SC
 American Public Univ..... S
 Axciton Systems Inc..... DS-M-S-SR

Bellevue University..... S
 Beretta USA Corp..... M
 Berkeley Nucleonics..... M
 Boston University Metropolitan College..... S-OL
 ✓ California University of PA/ILPP..... P-S-SC
 Canadian Professional Mgmt Services..... SC
 Certified in Homeland Security..... P-S
 ClueFinders Inc..... DS-M-MO-SC
 Columbia Southern University..... S
 Concordia University St Paul..... S
 Constable Group Inc..... D-DS-M-MO-P-SC
 Controlled Force Inc..... SC
 ✓ COPSCoconnect.com and
 DOJConnect.com..... G-SC-OL
 ✓ CPS Human Resource Services..... SC
 Crisis Prevention Inst..... SC
 Cross Match Technologies Inc
 ✓ Defense Group Inc..... M-SC
 Dept of Justice Admin..... S-OL
 Eagle Eye Enterprises..... D-DS-SC
 EWA Government Systems Inc..... D-DS-M-SC
 Executive Protection Inst..... P-S
 FATS Inc..... M
 Federal Law Enforcement Training Ctr..... G
 Fire & Police Selection Inc..... DS-SC-SR
 ✓ Florida State University
 ✓ Forensic Technology Inc..... DS-M-SC
 Fulbright Scholar Program/CIES
 GEICO Direct..... O
 Global Fraud Solutions LLC..... DS-M-P-SC
 Global Secure Training
 ✓ Harley-Davidson Motor Co..... M
 ✓ Intl Assn for Property & Evidence Inc..... F-S-SC
 ✓ Intl Assn of Chiefs of Police..... P-SC
 ✓ IPMA-HR Assessment Services
 John E Reid & Associates Inc..... SC
 John Jay College of Criminal Justice..... S
 Kickstop Restraint Co Inc..... M
 ✓ Laser Shot Inc..... DS
 ✓ Law Enforcement Training Solutions..... SC
 ✓ MD Helicopters Inc..... M
 M-Pro 7 Gun Care
 Natl Equipment Register..... SC-OL
 Natl Terrorism Preparedness Inst NTPI..... G-S-OL
 ✓ Natl Traffic Safety Inst
 ✓ Natl Trng Ctr of
 Polygraph Science..... D-DS-EI-P-S-SC
 ✓ Northcentral University..... S
 ✓ Northwestern Univ Ctr
 for Public Safety..... P-S-OL
 Norwich University..... S
 Nova Ray Inc..... M
 ✓ Nova Southeastern University..... S
 O'Leary Brokaw & Associates Inc..... P-SC
 Pickett's Primer On Explosives..... DS-SC
 Police Executive Research Forum..... P-SC
 Police Foundation..... D-F-P-SC-SR
 Police Leadership Inst..... G-S
 PowerPhone Inc..... SC
 PR for Law Richard Lavinthal..... SC
 ✓ Priority Dispatch Corp..... M
 Protective Safety Systems Inc..... DS-S-SC
 RAR Communications Inc..... S-SC
 ✓ Redman Training Gear..... DS-M-SR
 Regional Info Sharing Systems..... SC
 Research Electronics Intl..... M
 Resolution Video Inc..... S-SC

Rudy Drexler's School for Dogs..... S
 ✓ Security Solutions Intl..... S-SC
 ✓ Signature Science LLC..... G-SC
 Simunition
 Snipercraft Inc..... S-SC
 ✓ Southern Police Inst..... S
 SpanishonPatrol.com..... S-OL
 Thomas Edison State College..... S
 UMassOnline..... S-OL
 University of Cincinnati..... S
 Wilson Estes Police Architects..... SC
 Worldwide Law Enforcement Consulting Group SC
 Zodiac MilPro Div

K030 Defensive tactics training

Advanced Interactive Systems..... DS-M
 Ammo-Safe Inc..... D-DS-EI-M-MO-SC-SR-OL
 Controlled Force Inc..... SC
 CQB Supply Inc..... DS-EI-M-OL
 Dummies Unlimited Inc..... M
 Kickstop Restraint Co Inc..... M
 Protective Safety Systems Inc..... DS-S-SC
 ✓ Redman Training Gear..... DS-M-SR
 ✓ Security Solutions Intl..... S-SC
 Sigarms Inc..... M-SC
 ✓ Signature Science LLC..... G-SC
 Sure Fire LLC..... M

K035 Devices/aids, training

✓ 21st Century Robotics Inc..... M
 Advanced Interactive Systems..... DS-M
 Critical PreEmployment Dispatcher Testing..... M-SC
 DLH Inc/Intelligent First Aid
 Drunk Busters of America..... D-DS-M-MO-OL
 Dummies Unlimited Inc..... M
 Fatal Vision by Innocorp Ltd..... M-MO
 Fenrir Industries Inc..... M
 ✓ GunSupportGlove, LLC
 In-Range..... D
 LaserMax Inc..... M
 Mancom Mfg Inc..... M
 Medical Devices Intl/Div of Microtek Medical..... M
 Paradigm Tactical Products Inc..... M
 Qualification Targets Inc..... D-M
 ✓ Redman Training Gear..... DS-M-SR
 ✓ Ring's Mfg Blueguns..... M
 Robot Factory Inc, The..... M
 Rovatec
 SpanishonPatrol.com..... S-OL
 Specialty Targets LLC..... M

K040 Driver training

Crisis Prevention Inst..... SC
 Doron Precision Systems Inc..... M
 Drunk Busters of America..... D-DS-M-MO-OL
 FAAC Inc..... M
 ✓ Harley-Davidson Motor Co..... M
 ✓ Natl Traffic Safety Inst
 ✓ Signature Science LLC..... G-SC

K050 Emergency medical devices training

Constable Group Inc..... D-DS-M-MO-P-SC

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Dept. of Justice Administration
College of Arts and Sciences
University of Louisville
Louisville, Kentucky 40292

Registration Information SPI online www.louisville.edu/a-s/ja/spi

Emergency Film Group.....DS-M-MO
 Global Secure Training
 Heckler & Koch Defense..... M
 Laerdal Medical Corp..... DS-M
 OK Fine Productions..... DS-M

K060 Equipment, training

Ammo-Safe Inc.....D-DS-EI-M-MO-SC-SR-OL
 Danner Inc.....DS-M-OL
 FATS Inc..... M
 Geomet Technologies LLC.....D-M-SC
 Global Secure Training
 ✓ **GunSupportGlove, LLC**
 In-Range..... D
 M-Pro 7 Gun Care
 OK Fine Productions..... DS-M
 PACA Body Armor.....D-DS-G-M-SR
 Protective Safety Systems Inc.....DS-S-SC
 Qualification Targets Inc.....D-M
 Range Systems..... M
 Savage Range Systems Inc..... M
 Simunition
 SinterFire Inc.....EI-M
 Specialty Targets LLC..... M
 Tuff-Tie Inc.....D-DS-EI-M
 Under Armour..... M
 ✓ **US Cavalry Inc..... D-DS-MO-OL**

K070 Films/slides/videos

Academy Scientific Investigative Trng.....D-S-SC
 Drunk Busters of America.....D-DS-M-MO-OL
 Emergency Film Group.....DS-M-MO
 FATS Inc..... M
 ✓ **IPMA-HR Assessment Services**
 John E Reid & Associates Inc..... SC
 ✓ **Laser Shot Inc..... DS**
 Law Enforcement Resource Center.....DS
 Natl Terrorism Preparedness Inst NTPI.....G-S-OL
 Pickett's Primer On Explosives.....DS-SC
 Snipercraft Inc.....S-SC

K080 Firearms training

Advanced Interactive Systems.....DS-M
 Crest Ultrasonics/PPCorp.....DS
 Duelatron Target Systems..... M
 Executive Protection Inst.....P-S
 FATS Inc..... M
 Heckler & Koch Defense..... M
 Heckler & Koch Inc
 Interactive Image Systems.....D-DS-MO-OL
 ✓ **Intl Assn of Chiefs of Police.....P-SC**
 ✓ **Laser Shot Inc..... DS**
 LaserMax Inc..... M
 Meggitt Defense Systems Caswell..... M
 MPRI..... M
 M-Pro 7 Gun Care
 Porta Target Inc..... M
 Qualification Targets Inc.....D-M
 ✓ **Redman Training Gear.....DS-M-SR**

✓ **Ring's Mfg Blueguns..... M**
 Rovatec
 Sigarms Inc.....M-SC
 ✓ **Signature Science LLC.....G-SC**
 SinterFire Inc.....EI-M
 ✓ **Smith & Wesson..... M**
 Specialty Targets LLC..... M
 Sturm Ruger & Co Inc..... M
 ✓ **VisualLock, Inc..... M**

K090 Interrogation/investigation training

Academy Scientific Investigative Trng.....D-S-SC
 American Public Univ..... S
 Axciton Systems Inc.....DS-M-S-SR
 Constable Group Inc.....D-DS-M-MO-P-SC
 ✓ **Intl Assn of Chiefs of Police.....P-SC**
 Investigation Training Inst..... SC
 John E Reid & Associates Inc..... SC
 ✓ **Natl Trng Ctr of**
 Polygraph Science.....D-DS-EI-P-S-SC
 ✓ **Signature Science LLC.....G-SC**
 ✓ **Southern Police Inst..... S**
 SpanishPatrol.com.....S-OL
 ✓ **Webtranscription.com.....SC**

K100 Legal training

Administrative Officers Mgt Program..... S
 American Public Univ..... S
 ✓ **California University of PA/ILPP..... P-S-SC**

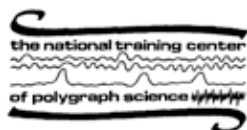
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- ✓ Liebert, Cassidy, Whitmore..... SC
- ✓ Southern Police Inst..... S

K110 Management training

- Administrative Officers Mgt Program..... S
- Airborne Law Enforcement Assn..... F-SC
- American Public Univ S
- Bellevue University S
- Boston University Metropolitan College..... S-OL
- B-PAD Group Inc, The P
- ✓ CALEA..... SC
- ✓ California University of PA/ILPP P-S-SC
- Canadian Professional Mgmt Services SC
- Columbia Southern University S
- Crisis Prevention Inst..... SC
- Fulbright Scholar Program/CIES
- ✓ IACP Net..... OL
- Inst for Law Enforcement Admin..... F-S-SC
- ✓ Intl Assn for Property & Evidence Inc..... F-S-SC
- ✓ Intl Assn of Chiefs of Police..... P-SC
- ✓ IPMA-HR Assessment Services
- LEAC Inc..... SC
- ✓ Liebert, Cassidy, Whitmore..... SC
- ✓ Northcentral University S
- Norwich University..... S
- Police Foundation D-F-P-SC-SR
- Police Leadership Inst..... G-S
- PR for Law Richard Lavinthal..... SC
- RAR Communications Inc S-SC
- ✓ Southern Police Inst..... S
- Stephen A Laser Associates SC
- Thomas Edison State College..... S
- UMassOnline..... S-OL
- Worldwide Law Enforcement Consulting Group SC

K115 Polygraph training

- Academy Scientific Investigative Trng..... D-S-SC
- Axciton Systems Inc DS-M-S-SR
- ✓ Natl Trng Ctr of Polygraph Science D-DS-EI-P-S-SC

K120 Rescue training

- Airborne Law Enforcement Assn..... F-SC
- American Public Univ S
- CMC Rescue Inc D-DS-EI-M-MO-S-OL
- Delta Hospital Supply Inc..... D-DS-MO-OL
- DLH Inc/Intelligent First Aid
- Emergency Film Group..... DS-M-MO
- Global Secure Training
- Hyde Engineering Group Inc DS-M
- OK Fine Productions..... DS-M
- ✓ Signature Science LLC..... G-SC
- SpanishonPatrol.com S-OL
- Zodiac MilPro Div

K130 Tactical training

- Advanced Interactive Systems DS-M
- Aerko Intl M
- Airborne Law Enforcement Assn..... F-SC
- Ammo-Safe Inc..... D-DS-EI-M-MO-SC-SR-OL
- Constable Group Inc..... D-DS-M-MO-P-SC
- Controlled Force Inc..... SC

- CQB Supply Inc DS-EI-M-OL
- ✓ E-Z Up Intl Inc M
- FATS Inc..... M
- Fenrir Industries Inc..... M
- Global Secure Training
- ✓ GunSupportGlove, LLC
- Heckler & Koch Defense..... M
- In-Range..... D
- ✓ Intl Assn of Chiefs of Police..... P-SC
- ISG Thermal Systems USA Inc M
- ✓ ITT Night Vision M
- K9 Storm Inc EI-M-OL
- Lantern Books..... P
- ✓ Laser Shot Inc..... DS
- MPRI..... M
- N-Vision Optics M
- OK Fine Productions..... DS-M
- PACA Body Armor D-DS-G-M-SR
- PepperBall Technologies Inc..... M
- Protective Safety Systems Inc DS-S-SC
- Qualification Targets Inc..... D-M
- Range Systems..... M
- ✓ Redman Training Gear..... DS-M-SR
- ✓ Ring's Mfg Blueguns..... M
- Rovatec
- SafetyTech Intl Inc..... DS-M
- ✓ Security Solutions Intl..... S-SC
- Sigarms Inc M-SC
- ✓ Signature Science LLC..... G-SC
- SinterFire Inc EI-M
- Snipercraft Inc..... S-SC
- SpanishonPatrol.com S-OL
- Specialty Targets LLC..... M
- Strap Cuffs M
- Sure Fire LLC..... M
- Zodiac MilPro Div

Transportation

L010 Aircraft/accessories/parts

- American Auto Gyro
- American Blimp Corp..... M
- ✓ Bell Helicopter..... M
- Broadcast Microwave Services..... M
- Groen Brothers Aviation..... M
- Helinet Aviation Services
- ✓ Insignia Mats M
- ✓ MD Helicopters Inc..... M
- Microwave Radio Communications..... DS-M
- ✓ Oregon Aero Inc..... DS-M-MO-OL
- ✓ Pilatus Business Aircraft M
- Robinson Helicopter Co Inc..... M
- Schweizer Aircraft Corp M
- VersaTrue Mounting Systems..... M

L020 Batteries/auto parts

- Cadex Electronics Inc..... M
- ✓ COPSWest
- PriorityStart Inc..... M

L030 Bicycles

- Dynamic Bicycles..... D-M
- Patrol Bike Systems Inc..... D-MO

- ✓ Squad-Fitters Inc..... DS-M-MO-OL
- TurtleSkin Protective Products M

L050 Boats/accessories

- Brunswick Commercial & Govt Products M
- Carson Sirens M
- Graphic Imagination Inc
- ✓ Insignia Mats M
- ✓ Oregon Aero Inc..... DS-M-MO-OL
- VersaTrue Mounting Systems..... M
- Zodiac MilPro Div

L060 Command centers, mobile

- 308 Systems Inc..... M-SC
- Bickford Broadcast Vehicles..... M
- Certified in Homeland Security..... P-S
- Commander Cabinets/Woodwork Unlimited Inc M
- ✓ COPSWest
- Dodgen Mobile Technologies M
- Emergency Vehicles Inc..... M
- ✓ E-Z Up Intl Inc M
- Farber Specialty Vehicles M
- Featherlite Trailers M
- First Mobile Technologies..... D-DS-M
- General Purpose Vehicles..... M
- Halcyon Products Inc..... M
- ✓ Hardigg Industries Inc..... M
- ✓ L-3 Communications, Public Safety Solutions..... M
- ✓ La Boit Inc..... M
- LDV Inc..... M-O
- ✓ Matthews Specialty Vehicles Inc..... D-DS-M-SR
- Mobile Command Centers D-M
- Mobile Concepts by Scotty DS-M
- Mohawk Ltd DS-M
- OBS Inc..... M
- ✓ Sam Pack's Five Star Ford..... D-DS
- Troy Products..... M
- TruckVault..... M
- Universal Specialty Vehicles..... M
- Winnebago Industries Inc M

L070 Consoles

- Adamson Industries Corp..... DS
- Concept Seating (Pro Copper)..... M
- ✓ COPSWest
- Cruisers Inc..... M
- KEEPRS
- Lund Industries Inc..... D-DS-M
- Warnock Fleet D-DS

L080 Decals

- 911Graphics.com..... D-DS-M
- Fleet Safety Equipment Inc..... DS
- Grafix Shoppe M
- Graphic Designs Intl Inc..... DS-G-M
- Graphic Imagination Inc
- Reflexite Americas M
- Trademark Graphics..... M
- Valley Screen Process Co Inc..... DS-M

L090 Helicopters

- ✓ Bell Helicopter..... M
- Enstrom Helicopter Corp M
- ✓ L-3 Communications,
Public Safety Solutions..... M
- ✓ MD Helicopters Inc M
- ✓ Oregon Aero Inc.....DS-M-MO-OL
- Robinson Helicopter Co Inc M
- Rotomotion LLC..... M
- Schweizer Aircraft Corp M
- Service Bureau, The..... SC

L100 Lights, mounted

- Adamson Industries Corp..... DS
- ✓ COPSWest
- Federal Signal Corp..... M
- Golight Inc..... M
- ✓ Harley-Davidson Motor Co..... M
- Lund Industries Inc..... D-DS-M
- North American Signal Co..... M
- Nova Electronics Inc..... M
- Safe Lites..... M
- SoundOff Signal..... M
- Tele-Lite Inc..... D-DS-M
- Tomar Electronics Inc..... M
- Whelen Engineering Co Inc..... M
- Will-Burt Co, The..... M

L110 Motorcycles/accessories

- Carson Sirens..... M
- ✓ COPSWest
- DeSantis Holster & Leather Goods..... M
- Federal Signal Corp..... M
- Graphic Imagination Inc
- ✓ Harley-Davidson Motor Co..... M
- Intercomp..... M
- ✓ Oregon Aero Inc.....DS-M-MO-OL
- Setcom Corp..... M
- ✓ Squad-Fitters Inc.....DS-M-MO-OL
- ✓ Super Seer Corp..... M
- VersaTrue Mounting Systems..... M
- Whelen Engineering Co Inc..... M

L120 Motor scooters

- Nova Electronics Inc..... M

L130 Mounting hardware

- ✓ COPSWest
- First Mobile Technologies.....D-DS-M
- Lund Industries Inc.....D-DS-M
- ✓ RAM Mounting Systems..... M

L140 Partitions/screens/shields

- Adamson Industries Corp..... DS
- Cruisers Inc..... M
- Fleet Safety Equipment Inc..... DS
- Pro-gard Police Products M
- ✓ Setina Mfg Co Inc..... M
- Southern Police Equipment..... DS-G-M-MO-OL
- Troy Products..... M
- Tufloc..... M
- Warnock Fleet..... D-DS

- Winder Police Equipment Inc..... D-DS-SC

L142 Push bumpers

- Pro-gard Police Products M
- ✓ Setina Mfg Co Inc..... M

L150 Recording systems, audio/video, in-car

- A4S Security Inc..... M
- AirVisual Inc..... M
- AMR Digital..... EI-M
- Applied Integration Corp..... M
- Broadcast Microwave Services..... M
- CruiseCam Intl Inc..... M
- ✓ Decatur Electronics Inc..... EI-M
- Digital Ally Inc
- Fleet Safety Equipment Inc..... DS
- ✓ ICOP Digital Inc..... D-DS-M-SR
- Intl Police Technologies..... M
- ✓ L-3 Communications, Mobile-Vision Inc..... M
- Martel Electronics Inc..... D-DS-M
- MPH Industries Inc..... M
- North American Video
- Northland Security Products M-SC
- Optical Surveillance Systems Inc D-DS-M-MO
- Stalker Radar Lidar & Video..... M
- WatchGuard Video..... M

L160 Seat organizers

- ✓ COPSWest
- Halcyon Products Inc..... M
- Pro-gard Police Products M

L161 Seats, specialty

- ✓ AEDEC Intl Inc..... DS-M
- Cruisers Inc..... M
- ✓ Oregon Aero Inc.....DS-M-MO-OL
- Pro-gard Police Products M

L170 Sirens

- Adamson Industries Corp..... DS
- Carson Sirens..... M
- ✓ COPSWest
- Federal Signal Corp..... M
- Fleet Safety Equipment Inc..... DS
- ✓ Harley-Davidson Motor Co..... M
- Hiatt-Thompson Corp..... DS-M
- Lund Industries Inc..... D-DS-M
- SoundOff Signal..... M
- ✓ Squad-Fitters Inc.....DS-M-MO-OL
- Tomar Electronics Inc..... M
- Warnock Fleet..... D-DS
- Whelen Engineering Co Inc..... M
- Winder Police Equipment Inc..... D-DS-SC

L180 Theft prevention devices

- MITI Mfg Co Inc..... M

L200 Trunk organizers

- 308 Systems Inc..... M-SC

- Commander Cabinets/Woodwork Unlimited Inc M
- Cruisers Inc..... M
- ✓ Ford Motor Co..... M
- Halcyon Products Inc..... M
- ✓ Insignia Mats M
- MacNeil Automotive Products Ltd DS-M
- ✓ Sam Pack's Five Star Ford..... D-DS
- Troy Products..... M
- TruckVault..... M

L210 Vehicle accessories

- Big Sky Racks Inc..... M
- Carson Sirens..... M
- Code 3 Inc..... M
- CruiseCam Intl Inc..... M
- Datalux Corp..... M-O
- Federal Signal Corp..... M
- Gamber-Johnson..... M
- Golight Inc..... M
- Graphic Imagination Inc
- Hiatt-Thompson Corp..... DS-M
- Hyde Engineering Group Inc..... DS-M
- ✓ Insignia Mats M
- Intercomp..... M
- KC Motor Vehicle-Govt Vehicle Sales D
- LDV Inc..... M-O
- MacNeil Automotive Products Ltd DS-M
- MNSTAR Enforcer Systems DS-M
- National Flare Co Inc..... M
- ✓ Oregon Aero Inc.....DS-M-MO-OL
- Patriot3..... M
- PMG Inc/Roadspike..... DS-M
- PriorityStart Inc..... M
- ✓ Setina Mfg Co Inc..... M
- SoundOff Signal..... M
- Tacnet/Visteon Corp..... M
- Tomar Electronics Inc..... M
- TruckVault..... M
- VersaTrue Mounting Systems..... M
- Whelen Engineering Co Inc..... M

L220 Vehicle modification/ custom design

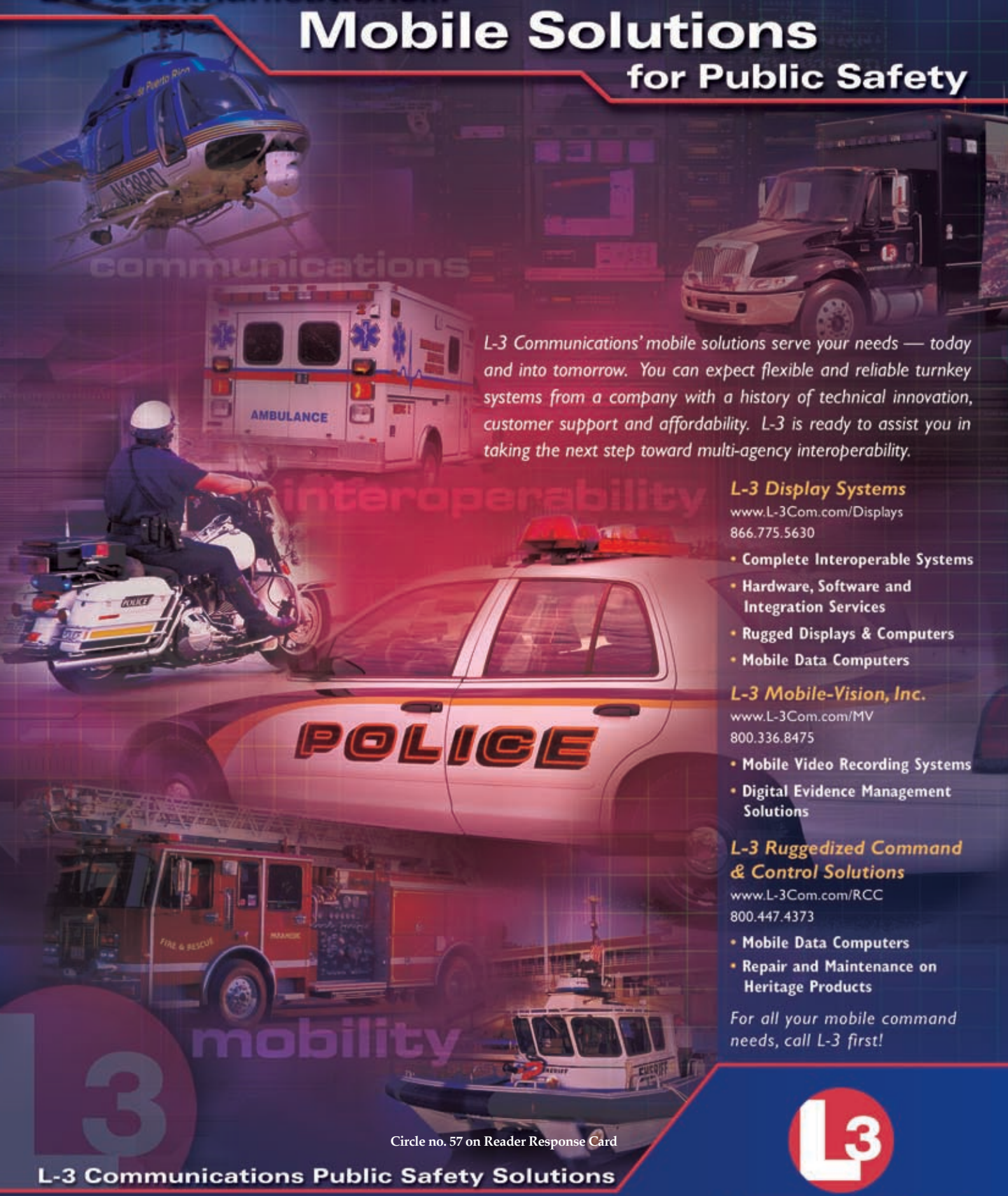
- Adamson Industries Corp..... DS
- American Custom Coach..... M
- Bickford Broadcast Vehicles..... M
- Dodgen Mobile Technologies M
- Farber Specialty Vehicles M
- ✓ Ford Motor Co..... M
- ✓ Insignia Mats M
- ✓ L-3 Communications,
Public Safety Solutions..... M
- LDV Inc..... M-O
- ✓ Matthews Specialty Vehicles Inc..... D-DS-M-SR
- MNSTAR Enforcer Systems DS-M
- OBS Inc..... M
- ✓ Oregon Aero Inc.....DS-M-MO-OL
- Project54..... S
- Universal Specialty Vehicles..... M
- Winder Police Equipment Inc..... D-DS-SC

L225 Vehicle tracking systems

- Aegison Corp..... M
- AirVisual Inc..... M

L-3 Communications...

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communications

CompassCom Inc..... D-SC
 Locus Location Systems M
 North American Video
 NuParadigm Systems Inc.M-SC
 Optical Surveillance Systems IncD-DS-M-MO

L230 Vehicles, armored

American Custom Coach..... M
 DSM Dyneema M
 DSM Dyneema LLC M
 First Choice Armor & Equip Inc M
 General Purpose Vehicles..... M
 Instant Armor Inc M
 Life Safety Systems Inc.....D-DS-EI-M-SC
 ✓ Oregon Aero Inc.....DS-M-MO-OL
 Protection Development Intl Corp..... M
 Teijin Twaron USA Inc M

L235 Vehicles, electric

✓ Oregon Aero Inc.....DS-M-MO-OL
 Project54 S
 Rascal Insurance Services.....D-DS-M-MO-SR-OL
 ✓ Segway Inc..... M

L240 Vehicles, patrol

✓ Ford Motor Co..... M
 General Purpose Vehicles..... M
 KC Motor Vehicle-Govt Vehicle Sales D
 MNSTAR Enforcer Systems DS-M
 ✓ Oregon Aero Inc.....DS-M-MO-OL
 ✓ Sam Pack's Five Star Ford.....D-DS
 Schweizer Aircraft Corp M
 ✓ Segway Inc..... M
 Warnock Fleet D-DS

L250 Vehicles, prisoner transport

American Custom Coach..... M
 CruiseCam Intl Inc M
 Dodgen Mobile Technologies M
 Emergency Vehicles Inc..... M
 Havis-Shields Equipment Corp M
 ✓ Matthews Specialty Vehicles Inc.....D-DS-M-SR
 Mavron Inc..... M
 ✓ Sam Pack's Five Star Ford.....D-DS

L260 Vehicles, special purpose

American Custom Coach..... M
 Bickford Broadcast Vehicles..... M
 Dodgen Mobile Technologies M
 Emergency Vehicles Inc..... M
 ✓ Ford Motor Co..... M
 General Purpose Vehicles..... M
 KC Motor Vehicle-Govt Vehicle Sales D
 L-3 Communications, Infrared Products SC
 ✓ L-3 Communications, Public Safety Solutions... M
 LDV Inc.....M-O
 ✓ Matthews Specialty Vehicles Inc.....D-DS-M-SR
 Meggitt Defense Systems Caswell M
 Mobile Concepts by Scotty DS-M
 OBS Inc..... M
 ✓ Oregon Aero Inc.....DS-M-MO-OL
 Patriot3..... M

Rascal Insurance Services.....D-DS-M-MO-SR-OL
 ✓ Sam Pack's Five Star Ford.....D-DS
 Schweizer Aircraft Corp M
 ✓ Segway Inc..... M
 Universal Specialty Vehicles..... M

L270 Video Surveillance

A4S Security Inc M
 Aerovironment IncG-M
 AirVisual Inc M
 AMR Digital EI-M
 Apollo Video Tech..... M
 Applied Integration Corp M
 Axis Communications..... M
 Broadcast Microwave Services M
 CruiseCam Intl Inc M
 Delta Digital Video M
 DTC Communications..... M
 Enstrom Helicopter Corp M
 ✓ ICOP Digital Inc.....D-DS-M-SR
 Integrian Inc M
 Intl Police Technologies..... M
 Kustom Signals IncM-SR
 ✓ L-3 Communications,
 Public Safety Solutions..... M
 LDV Inc.....M-O
 Microwave Radio Communications..... DS-M
 MPH Industries Inc M
 Panasonic Security Systems..... M
 Rotomotion LLC M
 WatchGuard Video..... M

Uniforms

M010 Apparel, fire retardant

Blauer Mfg Co Inc M
 CamelBak Products LLC..... M
 Chapman Innovations..... M
 ✓ COPSWest
 Danner IncDS-M-OL
 EmbroidMe
 Lion Apparel Inc
 Mifflin Valley Reflective Apparel M
 Riverside Mfg Co DS-M-SR
 TAC WEAR Inc

M020 Apparel, fluorescent/reflective

911Graphics.com.....D-DS-M
 Blauer Mfg Co Inc M
 CamelBak Products LLC..... M
 Damascus Protective Gear/DPG Corp M
 Elbeco Inc M
 Fechheimer Bros Co DS-M
 Gerber Outerwear..... M
 Insight Technologies Inc
 K9 Pro Wear..... M-MO-OL
 MDI Traffic Control Products M
 Mifflin Valley Reflective Apparel M
 Outdoor Outfits..... M
 Reflexite Americas M
 Safe Lites..... M
 Safety Flag Co DS-M
 Spiewak..... M

✓ Squad-Fitters Inc.....DS-M-MO-OL
 TAC WEAR Inc
 World Emblem Intl Inc DS-M

M030 Apparel, rainwear

5.11 Tactical Series..... M
 Blauer Mfg Co Inc M
 Fechheimer Bros Co DS
 Force (Horace Small), The DS-M
 Gerber Outerwear..... M
 ✓ Helmet House Inc..... DS
 Mifflin Valley Reflective Apparel M
 Milton's of New York Inc..... DS-EI-M
 Olympic Uniforms/J Marcel Enterprises M
 Outdoor Outfits..... M
 Pacific Safety Products Inc..... M
 Red the Uniform Tailor.....D-DS-M
 Spiewak..... M
 WL Gore & Associates Inc..... M

M035 Apparel, undergarments

5.11 Tactical Series..... M
 Elbeco Inc M
 Fechheimer Bros Co DS-M
 TAC WEAR Inc
 Under Armour..... M
 Zensah tactical Apparel M

M037 Duty equipment, accessories

Copshoes.com D-DS-EI-OL
 LaserMax Inc M
 Milton's of New York Inc..... DS-EI-M
 Peerless Handcuff Co..... M
 Signature Badges..... M
 Spec-OPS Brand..... M-MO
 Tactical Design Labs Inc..... DS-M-OL
 Tuff-Tie Inc D-DS-EI-M
 Zensah tactical Apparel M

M040 Emblems/insignia/nameplates

Advantage Emblem Inc D-DS-EI-MO
 Awards & More M
 Bancroft Cap Co M
 Berben Insignia Co D-MO-OL
 ✓ Blackinton VH & Co Inc..... M
 Branded Emblem..... DS
 Brodsky's Uniforms & Equipment..... D-DS-MO
 Collinson Enterprises M
 Commercial Emblem Co..... D-DS-EI-MO-OL
 Curiosity Sales DS-M-MO-OL
 CW Nielsen Mfg Corp M
 D&K Mfg Co Inc..... EI-M
 Eiseman-Ludmar Co Inc..... M
 Emblematics Inc DS-EI-MO
 Entenmann-Rovin Co..... M
 ✓ Glendale/Paradestore.com..... D-MO
 ISI Services Corp D-DS-EI
 Kentucky Uniforms Inc..... DS
 Lewis Uniform Co LLC D
 Outdoor Outfits..... M
 PINS Inc DS-EI-M-MO-OL
 Recognition Services Inc DS
 ✓ Reeves Co Inc M-MO

| | |
|----------------------------------|---------|
| Reflexite Americas..... | M |
| Riverside Mfg Co..... | DS-M-SR |
| Schweizer Emblem Co..... | M |
| Signature Badges..... | M |
| Smith & Warren..... | M |
| Stokes Intl..... | M |
| ✓ Strong Leather Co | M |
| ✓ Sun Badge Co | |
| SymbolArts LLC..... | |
| TBW Industries Inc..... | M |
| World Emblem Intl Inc..... | DS-M |

M050 Footwear

| | |
|-------------------------------------|--------------|
| 5.11 Tactical Series..... | M |
| Altama Footwear..... | DS-M-OL |
| AmChar Wholesale Inc..... | DS |
| Bates Uniform Footwear..... | M |
| Blackhawk Products Group..... | M |
| Central Police Supply..... | D-MO-OL |
| Copshoes.com..... | D-DS-EI-OL |
| ✓ COPSWest | |
| Corcoran & Matterhorn Footwear..... | EI-M-OL |
| Danner Inc..... | DS-M-OL |
| Haix North America..... | DS-M |
| Kentucky Uniforms Inc..... | DS |
| Lion Apparel Inc | |
| MAE Group Intl Inc..... | DS-EI |
| Magnum USA..... | DS-M |
| ✓ Oregon Aero Inc | DS-M-MO-OL |
| Original SWAT Footwear..... | M |
| Patrol Bike Systems Inc..... | D-MO |
| Quartermaster Inc..... | D-DS-M-MO-OL |
| Rocky Shoes & Boots Inc..... | M |
| ✓ Squad-Fitters Inc | DS-M-MO-OL |
| SRT Supply..... | DS |
| Streicher's..... | D-DS-MO |
| Thorogood Footwear/Weinbrenner..... | M |
| West Coast Shoe Co (WESCO)..... | M |
| WL Gore & Associates Inc..... | M |

M060 Gloves

| | |
|--|------------|
| Associated Bag Co..... | DS-MO-OL |
| Blackhawk Products Group..... | M |
| ✓ COPSWest | |
| Damascus Protective Gear/DPG Corp..... | M |
| Delta Hospital Supply Inc..... | D-DS-MO-OL |
| Force (Horace Small), The..... | DS-M |
| ✓ GunSupportGlove LLC | |
| Hamburger Woolen Co Inc | |
| Hatch Corp..... | M |
| ✓ Helmet House Inc | DS |
| LifeBarrier..... | D-DS-M |
| MAE Group Intl Inc..... | DS-EI |
| Patrol Bike Systems Inc..... | D-MO |
| ✓ Squad-Fitters Inc | DS-M-MO-OL |
| TurtleSkin Protective Products..... | M |
| Vanson Leathers Inc..... | M |
| WL Gore & Associates Inc..... | M |

M070 Handbags/purses

| | |
|---------------------|------|
| D&K Mfg Co Inc..... | EI-M |
|---------------------|------|

M080 Uniform accessories

| | |
|---|---------------|
| Aker Intl Inc..... | M |
| Berben Insignia Co..... | D-MO-OL |
| Boston Leather Inc..... | M |
| Branded Emblem..... | DS |
| CamelBak Products LLC..... | M |
| Copshoes.com..... | D-DS-EI-OL |
| ✓ COPSWest | |
| Curiosity Sales..... | DS-M-MO-OL |
| DeSantis Holster & Leather Goods..... | M |
| Eiseman-Ludmar Co Inc..... | M |
| ✓ Glendale/Paradestore.com | D-MO |
| Gould & Goodrich Leather Inc..... | M |
| Interstate Arms Corp..... | DS |
| Kentucky Uniforms Inc..... | DS |
| Lewis Uniform Co LLC..... | D |
| ✓ Oregon Aero Inc | DS-M-MO-OL |
| PINS Inc..... | DS-EI-M-MO-OL |
| Quartermaster Inc..... | D-DS-M-MO-OL |
| ✓ Reeves Co Inc | M-MO |
| Signature Badges..... | M |
| ✓ Strong Leather Co | M |
| Tactical Design Labs Inc..... | DS-M-OL |
| TBW Industries Inc..... | M |
| Tuff-Tie Inc..... | D-DS-EI-M |
| Uncle Mike's Law Enforcement..... | M |

M090 Uniform belts

| | |
|---------------------------------------|------------|
| Aker Intl Inc..... | M |
| Boston Leather Inc..... | M |
| Copshoes.com..... | D-DS-EI-OL |
| DeSantis Holster & Leather Goods..... | M |
| Don Hume Leather Goods Inc..... | M |
| Elite Survival Systems..... | DS-EI-M |
| Gould & Goodrich Leather Inc..... | M |
| ✓ Strong Leather Co | M |
| Tactical Design Labs Inc..... | DS-M-OL |
| Uncle Mike's Law Enforcement..... | M |

M100 Uniform blazers

| | |
|-------------------------------|---------|
| Milton's of New York Inc..... | DS-EI-M |
| Riverside Mfg Co..... | DS-M-SR |

M110 Uniform caps/hats

| | |
|---|------------|
| Bancroft Cap Co..... | M |
| Copshoes.com..... | D-DS-EI-OL |
| D&K Mfg Co Inc..... | EI-M |
| EmbroidMe | |
| ✓ Glendale/Paradestore.com | D-MO |
| Roberts Co..... | MO |
| Stokes Intl..... | M |
| World Emblem Intl Inc..... | DS-M |

M120 Uniform coats/jackets

| | |
|--------------------------------------|---------|
| 5.11 Tactical Series..... | M |
| Bancroft Cap Co..... | M |
| Blauer Mfg Co Inc..... | M |
| Brodsky's Uniforms & Equipment..... | D-DS-MO |
| Dupont Teflon® Fabric Protector..... | DS |
| Elbeco Inc..... | M |
| Fechheimer Bros Co..... | DS-M |
| Force (Horace Small), The..... | DS-M |
| Gerber Outerwear..... | M |

| | |
|--|--------------|
| Kentucky Uniforms Inc..... | DS |
| Lewis Uniform Co LLC..... | D |
| Milton's of New York Inc..... | DS-EI-M |
| Olympic Uniforms/J Marcel Enterprises..... | M |
| Outdoor Outfits..... | M |
| Patrol Bike Systems Inc..... | D-MO |
| Quartermaster Inc..... | D-DS-M-MO-OL |
| Red the Uniform Tailor..... | D-DS-M |
| Riverside Mfg Co..... | DS-M-SR |
| Roberts Co..... | MO |
| Spiewak..... | M |
| ✓ Squad-Fitters Inc | DS-M-MO-OL |
| Taylor's Leatherwear..... | M |
| Vanson Leathers Inc..... | M |
| WL Gore & Associates Inc..... | M |
| World Emblem Intl Inc..... | DS-M |

M123 Uniform fabrics

| | |
|--------------------------------------|----|
| Dupont Teflon® Fabric Protector..... | DS |
| Hamburger Woolen Co Inc | |
| Milliken & Co..... | M |

M130 Uniform pants/shirts/skirts

| | |
|--|--------------|
| 5.11 Tactical Series..... | M |
| Bancroft Cap Co..... | M |
| Blauer Mfg Co Inc..... | M |
| Brodsky's Uniforms & Equipment..... | D-DS-MO |
| Dupont Teflon® Fabric Protector..... | DS |
| Elbeco Inc..... | M |
| EmbroidMe | |
| Fechheimer Bros Co..... | DS-M |
| Force (Horace Small), The..... | DS-M |
| Kentucky Uniforms Inc..... | DS |
| Lewis Uniform Co LLC..... | D |
| MAE Group Intl Inc..... | DS-EI |
| Milton's of New York Inc..... | DS-EI-M |
| Olympic Uniforms/J Marcel Enterprises..... | M |
| Quartermaster Inc..... | D-DS-M-MO-OL |
| Riverside Mfg Co..... | DS-M-SR |
| Roberts Co..... | MO |
| Spiewak..... | M |
| Streicher's..... | D-DS-MO |
| ✓ US Cavalry Inc | D-DS-MO-OL |

M140 Uniforms, custom design

| | |
|--|---------|
| Fechheimer Bros Co..... | DS |
| Force (Horace Small), The..... | DS-M |
| K9 Pro Wear..... | M-MO-OL |
| Olympic Uniforms/J Marcel Enterprises..... | M |
| Outdoor Outfits..... | M |
| Perfection Uniforms..... | M |
| Vanson Leathers Inc..... | M |
| West Coast Shoe Co (WESCO)..... | M |

M160 Uniforms, riot/SWAT

| | |
|--|---------|
| Corcoran & Matterhorn Footwear..... | EI-M-OL |
| Damascus Protective Gear/DPG Corp..... | M |
| Elbeco Inc..... | M |
| EmbroidMe | |
| Hatch Corp..... | M |
| K9 Pro Wear..... | M-MO-OL |
| K9 Storm Inc..... | EI-M-OL |
| Olympic Uniforms/J Marcel Enterprises..... | M |

Pacific Safety Products Inc..... M
 Quartermaster Inc..... D-DS-M-MO-OL
 Second Chance Body Armor..... M
 TAC WEAR Inc
 West Coast Shoe Co (WESCO)..... M
 WL Gore & Associates Inc..... M
 Zensah tactical Apparel..... M

Heckler & Koch Inc
 Jon/Beau Inc..... D-DS-M-MO
 KA-BAR Knives..... M
 Northwest Territorial Mint..... M
 Security Equipment Corp..... DS-EI-M
 Sigarms Inc..... M-SC
 SOG Specialty Knives & Tools..... DS-M
 United Cutlery..... EI-M

✓ **FNH USA**..... M
 Glock Inc..... M
 Gould & Goodrich Leather Inc..... M
 Heckler & Koch Defense..... M
 Interstate Arms Corp..... DS
 Knoxx Industries..... M
 L&R Mfg Co..... M

Weapons

N010 Ammunition, components/reloaders

Meister Bullets Inc..... D-DS-M-MO-OL
 Nosler
 SinterFire Inc..... EI-M
 ✓ **Winchester Ammunition**..... M

N020 Ammunition, sidearm/shotgun/rifle

All State Police Equipment..... DS
 AmChar Wholesale Inc..... DS
 Barrett Firearms..... M
 Beretta USA Corp..... M
 ✓ **COPSWest**
 ✓ **L-3 Communications, Public Safety Solutions... M**
 MarkI Supply Co Inc..... D-DS-MO
 Meister Bullets Inc..... D-DS-M-MO-OL
 Nosler
 Remington Arms Co Inc
 Royal Arms Intl Inc..... M
 Simunition
 SinterFire Inc..... EI-M
 ✓ **Winchester Ammunition**..... M

N030 Holsters

Aker Intl Inc..... M
 AmChar Wholesale Inc..... DS
 Beretta USA Corp..... M
 Blackhawk Products Group..... M
 Boston Leather Inc..... M
 Central Police Supply..... D-MO-OL
 DeSantis Holster & Leather Goods..... M
 Don Hume Leather Goods Inc..... M
 Elite Survival Systems..... DS-EI-M
 Glock Inc..... M
 Gould & Goodrich Leather Inc..... M
 Interstate Arms Corp..... DS
 MAE Group Intl Inc..... DS-EI
 Spec-OPS Brand..... M-MO
 Stallion Leather..... M
 ✓ **Strong Leather Co**..... M
 Tactical Design Labs Inc..... DS-M-OL
 Uncle Mike's Law Enforcement..... M

N040 Knives

Beretta USA Corp..... M
 Boker USA Inc..... DS-EI-M
 ✓ **Buck Knives Inc**..... M
 CMC Rescue Inc..... D-DS-EI-M-MO-S-OL
 ✓ **COPSWest**
 Diamondback Tactical..... D-M-MO-OL
 Elite Survival Systems..... DS-EI-M
 Glock Inc..... M

N045 Scopes/sights

ARMS INC..... M
 Barrett Firearms..... M
 Beretta USA Corp..... M
 Bushmaster Firearms Inc..... DS-M
 ✓ **COPSWest**
 Engineered Materials LLC..... M
 ✓ **ITT Night Vision**..... M
 Kimber Mfg Inc/Meprolight..... M-SR
 Konus Optics..... DS
 L-3 Communications, EOtech..... M
 LaserLyte
 LaserMax Inc..... M
 Leupold & Stevens Inc..... M
 Nikon Sport Optics..... M
 N-Vision Optics..... M
 Trijicon Inc..... M
 Truglo Inc..... M

N050 Shooting ranges/equipment

Advanced Interactive Systems..... DS-M
 Advanced Training Systems Inc..... DS-M
 ✓ **Carey's Heating & Air Conditioning Inc**..... M
 Crest Ultrasonics/PPCorp..... DS
 Duelatron Target Systems..... M
 Interactive Image Systems..... D-DS-MO-OL
 L&R Mfg Co..... M
 ✓ **Laser Shot Inc**..... DS
 Mancom Mfg Inc..... M
 Meggitt Defense Systems Caswell..... M
 MPRI..... M
 Porta Target Inc..... M
 Qualification Targets Inc..... D-M
 Range Systems..... M
 Savage Range Systems Inc..... M
 Specialty Targets LLC..... M

N051 Shooting ranges/protective equipment

Advanced Training Systems Inc..... DS-M
 ✓ **Carey's Heating & Air Conditioning Inc**..... M
 Duelatron Target Systems..... M
 Meggitt Defense Systems Caswell..... M
 Range Systems..... M
 Savage Range Systems Inc..... M

N070 Weapon accessories

Ammo-Safe Inc..... D-DS-EI-M-MO-SC-SR-OL
 Beretta USA Corp..... M
 Bestdefense.com
 Bushmaster Firearms Inc..... DS-M
 Colt Defense..... M
 Command Arms Accessories..... DS
 Engineered Materials LLC..... M

✓ **L-3 Communications, Public Safety Solutions... M**
 Laser Devices Inc..... M
 Leupold & Stevens Inc..... M
 M-Pro 7 Gun Care
 Remington Arms Co Inc
 Rovatec
 Royal Arms Intl Inc..... M
 Santa Cruz Gunlocks..... M
 ✓ **Setina Mfg Co Inc**..... M
 SOG Specialty Knives & Tools..... DS-M
 Spec-OPS Brand..... M-MO
 Speedfeed
 TACM III Inc..... DS-M
 Uncle Mike's Law Enforcement..... M
 ✓ **US Cavalry Inc**..... D-DS-MO-OL

N078 Weapon cleaning equipment

Beretta USA Corp..... M
 Blue Wonder
 Break-Free
 Bushmaster Firearms Inc..... DS-M
 Command Arms Accessories..... DS
 Crest Ultrasonics/PPCorp..... DS
 Engineered Materials LLC..... M
 L&R Mfg Co..... M
 M-Pro 7 Gun Care
 Sentry Solutions Ltd..... M-MO
 Uncle Mike's Law Enforcement..... M

N080 Weapon conversion components

Beretta USA Corp..... M
 Knoxx Industries..... M
 MPRI..... M
 Simunition
 Speedfeed

N090 Weapons, firearms

AmChar Wholesale Inc..... DS
 Barrett Firearms..... M
 Beretta USA Corp..... M
 Bushmaster Firearms Inc..... DS-M
 Colt Defense..... M
 ✓ **COPSWest**
 ✓ **FNH USA**..... M
 Glock Inc..... M
 Heckler & Koch Defense..... M
 Heckler & Koch Inc.....
 Interactive Image Systems..... D-DS-MO-OL
 Interstate Arms Corp..... DS
 Kimber Mfg Inc/Meprolight..... M-SR
 Knoxx Industries..... M
 ✓ **L-3 Communications, Public Safety Solutions... M**
 MarkI Supply Co Inc..... D-DS-MO
 Nighthawk Custom..... M
 Para Ordnance Mfg Inc..... M
 Remington Arms Co Inc
 Sigarms Inc..... M-SC

- ✓ **Smith & Wesson**..... M
- SRT Supply.....DS
- Steyr Arms Inc.....DS
- Streicher's.....D-DS-MO
- Sturm Ruger & Co Inc..... M

N100 Weapons, firearms repair/parts

- Beretta USA Corp..... M
- Bushmaster Firearms Inc..... DS-M
- Colt Defense..... M
- Glock Inc..... M
- Remington Arms Co Inc
- Sigarms Inc.....M-SC
- Speedfeed

N110 Weapons, grips

- Beretta USA Corp..... M
- Command Arms Accessories.....DS
- Knox Industries..... M
- Royal Arms Intl Inc..... M
- Speedfeed

N120 Weapons, less-lethal

- Aerko Intl..... M
- All State Police Equipment.....DS
- AmChar Wholesale Inc.....DS
- Combined Tactical Systems Inc..... M
- CQB Supply Inc.....DS-EI-M-OL
- Cross Match Technologies Inc
- Dummies Unlimited Inc..... M
- ✓ **FNH USA**..... M
- Interactive Image Systems.....D-DS-MO-OL
- PepperBall Technologies Inc..... M
- ✓ **Personal Safety Corp**..... M
- Reliapon Police Products Inc..... DS-M-P
- Remington Arms Co Inc
- Security Equipment Corp.....DS-EI-M
- Simunition
- SOG Specialty Knives & Tools..... DS-M
- Speedfeed
- TASER Intl Inc..... EI-M
- ZARC Intl Inc

N130 Weapons, personal impact

- ✓ **FNH USA**..... M
- Interstate Arms Corp.....DS
- SOG Specialty Knives & Tools..... DS-M

N135 Weapons, safety locks

- Beretta USA Corp..... M
- Bestdefense.com
- Big Sky Racks Inc..... M
- Command Arms Accessories.....DS
- Fenrir Industries Inc..... M
- Jon/Beau Inc.....D-DS-M-MO
- Knox Industries..... M
- Mogul Security Equipment Co LLC..... M
- Pro-gard Police Products..... M
- Santa Cruz Gunlocks..... M
- ✓ **Setina Mfg Co Inc**..... M
- Tufloc..... M
- ✓ **Visualock, Inc**..... M

N140 Weapons, storage/security

- American Locker Security Systems..... M
- Ammo-Safe Inc.....D-DS-EI-M-MO-SC-SR-OL
- Beretta USA Corp..... M
- Bestdefense.com
- Big Sky Racks Inc..... M
- Break-Free
- Cruisers Inc..... M
- DSM Law Enforcement Products..... M
- Elite Survival Systems.....DS-EI-M
- Gunvault
- ✓ **Hardigg Industries Inc**..... M
- Kardex Systems Inc..... M
- Mogul Security Equipment Co LLC..... M
- Safety Storage Inc..... M
- Santa Cruz Gunlocks..... M
- ✓ **Setina Mfg Co Inc**..... M
- Spacesaver Corp..... M
- Tiffin Metal Products..... M
- TruckVault..... M
- Tufloc..... M
- Wire Crafters LLC..... DS-M

The Prison Rape Elimination Act: What Police Chiefs Need to Know

By Andrew Jordan, Chief of Police, Bend, Oregon; Marcia Morgan, Ph.D., the Moss Group, Washington, D.C.; and Michael McCampbell, Project Director, Circle Solutions, Naples, Florida

Jennifer, a young mother, was arrested on a shoplifting charge. After she was brought to the police station and placed in a secure interview room, the arresting officer told her that if she performed oral sex on him, he would have the charges dismissed. She complied, and a week later the prosecutor dismissed the charges. With a vulnerable subject as a victim and no surveillance by cameras or co-workers as witnesses, the officer's actions went undetected.

Jason was arrested for drunk and disorderly conduct and placed in the police department's drunk tank overnight. The next morning he claimed another arrestee repeatedly sodomized him. The personnel who supervise the drunk tank refused to listen to his complaints or provide medical treatment.

These two scenarios can happen in any police department. Luckily, most police chiefs have taken steps to ensure that they never do. In both cases, several state and local laws were probably broken. Now, there is federal legislation designed to put a stop to sexual acts in police lock-up and custody situations and provide guidance on steps to take to prevent and respond to these situations.

What Is PREA?

The Prison Rape Elimination Act (PREA) was signed into law (P.L.108-79) by President Bush on September 4, 2003. The goal of PREA is to eradicate sexual assaults in all "correctional" facilities in the United States. That includes police lock-ups and holding facilities. Although no one knows the extent of sexual assaults in prisons, jails, immigration facilities, tribal jails, juvenile detention, police holding cells, and other institutions in the United States, experts have conservatively estimated that nearly 200,000 inmates now incarcerated have been or will be victims of prison rape. The total number of inmates in the United States who have been sexually assaulted over the past 20 years could exceed 1 million. A recent survey conducted as a result of this law estimated 8,210 allegations of sexual violence in institutions, with 42 percent of the allegations involving staff sexual misconduct. This survey did not collect information from police lockups and holding facilities.

Definition of Terms

The title, Prison Rape Elimination Act, is somewhat misleading. Prison rape is broadly defined in this act to include the rape of an inmate in the actual or constructive control of prison officials. Rape means (a) the carnal knowledge, oral sodomy, sexual assault with an object, or sexual fondling of a person, forcibly or against that person's will; (b) the carnal knowledge, oral sodomy, sexual assault with an object, or sexual fondling of a person not forcibly or against the person's will, where the victim is incapable of giving consent because of his or her youth or his or her temporary or permanent mental or physical incapacity; or (c) the carnal knowledge, oral sodomy, sexual assault with an object, or sexual fondling of a person achieved through the exploitation of the fear or threat of physical violence or bodily injury.

The law includes sexual acts between a man and another man, a woman and another woman, a man and a woman, a staff member and a detainee, or a detainee and another detainee. Staff includes all police personnel (sworn and nonsworn), volunteers, clergy, correctional staff, and contracted staff, such as nurses, doctors, food service personnel, and mental health staff.

It is important for police chiefs to note that, under PREA, prison is "any confinement facility of a federal, state, or local government, whether administered by such government or by a private organization on behalf of such government, and includes any local jail or police lockup and any juvenile facility used for the custody or care of juvenile inmates." Police lockup is further defined as "a temporary holding facility of a federal, state, or local law enforcement agency to hold

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

Thus, police chiefs need to be aware that the law applies to their agencies if they operate lockups or holding facilities for adult or juvenile arrestees.

Key Components of PREA

Some of the key components of PREA are as follows:

- Establishes a zero-tolerance standard for incidence of rape in correctional settings in the United States
- Makes prevention of prison rape a top priority in each correctional system
- Develops and implements national standards for the detection, prevention, reduction, and punishment of rape in correctional settings (including police lock-up)
- Increases available data and information on the incidence of prison rape, consequently improving the management and administration of correctional facilities
- Increases the accountability of officials who fail to detect, prevent, reduce, and punish prison rape
- Protects the Eighth Amendment rights of federal, state, and local prisoners

PREA lists a number of activities to be conducted by the U.S. Department of Justice (DOJ). The activities include the following:

- Conduct a statistical review and analysis of the incidence and aftermath of prison rape
- Establish a DOJ review panel, a national clearinghouse, and a national commission
- Publish national standards for enhancing the detection, prevention, reduction, and punishment of prison rape
- Authorize grants to protect inmates and safeguard communities

To meet some of these requirements under PREA, bureaus within DOJ are conducting the following activities:

- The Bureau of Justice Statistics (BJS) is developing new national data collection methods on the incidence of sexual violence within correctional facilities.
- The Bureau of Justice Assistance (BJA) is awarding grant funds to state governments for addressing inmate sexual assault.
- The National Institute of Justice (NIJ) is funding research into the impact of sexual victimization and investigation and prosecution of sexual violence in corrections.
- The National Institute of Corrections (NIC) is providing training and education to help agencies reduce inmate sexual assault and coercion. NIC also provides clearinghouse services on PREA issues.

The Presidential Commission

One of the major components of PREA is the formation of the National Prison Rape Elimination Commission (NPREC). The commission, which has subpoena powers, is presently conducting a comprehensive study of prison rape in the United States. As part of that study, the NPREC is reviewing federal, state, and local government policies and practices related to prevention, detection, and punishment of prison rape. Two of the major issues the NPREC is addressing are (1) the relationship between prison rape and prison conditions, and (2) the existing monitoring, regulatory, and enforcement practices that are intended to address this relationship. Areas that the commission is studying that may have an impact on police agency budgets, staffing, or other resources are (1) the feasibility and cost of conducting surveillance, undercover activities, or both, to reduce the incidence of prison rape; (2) the safety and security of facilities and standards for police agencies lockup cells and holding facilities; (3) the relationship between prison rape and the levels of training, the supervision, and the discipline of staff; and (4) federal and state systems for reporting the incidence of prison rape.

The NPREC is currently holding hearings around the country and will be recommending national standards to enhance detection, pre-

Many police chiefs are surprised to learn that the Prison Rape Elimination Act applies to them.

vention, reduction, and punishment of inmate to inmate and staff to inmate assault. As part of its duties, the commission is required to consider any standards that have already been developed or are being developed to address the issue of institutional rape. It is reasonable to assume that this consideration will include law enforcement accreditation agencies at the state and national level.

Concerns of Police Chiefs

Many police chiefs are surprised to learn that the Prison Rape Elimination Act applies to them. Understandably, many questions have emerged from chiefs around the country as they determine how best to incorporate the elements of PREA.

Attitudes and Barriers

Some police departments have discovered that there are attitudes held by some police and colleagues that pose a barrier to making departmental changes consistent with PREA. The following are a few of those attitudes:

- "This isn't a problem here." Perhaps an incident has not been reported or

officers feel they are too busy going from call to call to even have the time to engage in this kind of behavior. It is important not to make troops think they are no longer trusted when talking about needing new policies and procedures. Most officers are good and that needs to be kept in the forefront. Offering educational literature or training is a proactive step to reduce the probability of a problem and helps a department be prepared with appropriate responses.

- "Don't educate suspects." There is always a fear that criminals who are given education about their rights will make false accusations against the police. Every report is taken seriously, but charging someone with making a false report will also be done if necessary.
- "I have no sympathy for the bad guys." If a detainee gets assaulted, they are often not viewed as real victims. Some officers feel that these victims deserve it or may have brought it on themselves. Some predatory officers who have been



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convicted of sexually assaulting an arrestee have selected their victims carefully so that no one will believe the victim. For instance, a case in Oregon involving two police officers with multiple victims, most of whom were known prostitutes, went undetected for some time.

- “No prosecutor is going to take a case like this.” Most prosecutors will need training on PREA and their own state laws relating to in-custody sexual assaults. Including prosecutors in meetings about writing or reviewing a policy may help them understand what needs to be done. It also reaffirms that prosecutors are important partners in this effort.
- “What if it is consensual sex between the staff and detainee or detainee and detainee?” First and most importantly, there is no such thing as consensual sex between police and detainees. When there is a power differential—that is, where one person can arrest the other and control that person’s freedom and future—there is never consent. And employees are not paid to have sex on the job. If two detainees are involved in sexual acts, it could be a liability for chief and the department if due diligence has not been taken to reasonably protect detainees from each other. The collusion between detainees could also pose a security risk.

Impact on the Department

Sexual incidents involving staff and detainees can have many ramifications for a police department. Coercive sexual acts in the workplace can destroy the lives of the victim and the perpetrator, break apart families and departments, and create newspaper headlines no chief wants to see.

- Internal effects on the department: split loyalties; secrecy and rumors that destroy morale
- Embarrassment for the department in the community: police managers and supervisors at risk of losing their jobs
- Financial implications: lawsuits against correctional agencies and police departments for sexual acts by their officers
- Impact on the family of the officer: emotionally devastating to the officer’s family and friends
- Health implications for officers, their families, and the community: risk of acquiring HIV/AIDS, hepatitis, and sexually transmitted diseases from members of high-risk groups, such as intravenous drug users.

Action to Take Now

Because the PREA Commission’s standards will not be released for another two to three years, there are several things police chiefs can

do now to be proactive. These proactive steps apply to all police departments whether they are small one-person departments or larger police agencies that have jails.

Step 1: Adopt a Zero-Tolerance Policy

- Develop specific policies and procedures for detecting, preventing, and investigating sexual assaults occurring in jurisdiction’s facilities.
- Set up a policy development committee. Consider including citizens at large, attorneys, and others to get a broad perspective and thwart possible criticism if an incident happens later.
- Develop a zero-tolerance policy specifically forbidding staff sexual misconduct with arrestees and protecting arrestees from sexual acts by other arrestees in jurisdiction’s facilities.
- Put the policy in writing, focusing on lock-up settings. It is unknown at this point whether the standards will cover any time a detainee is in police custody or just in lockup. Therefore, having a comprehensive zero-tolerance policy from point of arrest to lockup may be appropriate.

Step 2: Staff Education

- Develop and offer training, at briefings or in the police academy or both, that address the following issues:
 - Give an overview of the problem of police-detainee sexual behaviors including statistics, PREA law, myths, health issues, mental health, liability, and impact on the department and the family.
 - Review state laws on staff sexual conduct and sexual assault in institutions. Forty-nine states already have specific laws that address these issues and provide enhanced penalties for agency personnel who are convicted of these offenses.
 - Review the department policy with officers.
 - Describe how to recognize that a detainee has been sexually assaulted.
 - Review how to respond if a detainee has been sexually assaulted: securing the crime scene, preserving the evidence, assisting the victim with physical concerns (medical evidence rape kit, injuries), and emotional (victim assistance) procedures.
 - Teach preventive tactics such as maintaining appropriate physical and emotional boundaries.
 - Review privacy issues, visual and physical (including pat searches).
- Request technical assistance and PREA educational programs. The National Institute of Corrections has a cooperative agreement contract with the Moss Group in Washington, D.C., to provide

education and assistance to criminal justice/corrections agencies. Call toll free: 877-546-1444.

Step 3: Detainee Education

It may be too difficult to conduct detainee orientation sessions due to the short nature of their stay. But police can inform detainees about their rights and protections from sexual assault while they are held in the facility:

- Develop and display posters that can be located near cells or in places all detainees will see, such as in the sally port area; include victim assistance or rape crisis center phone numbers on the poster.
- Develop complaint forms that are accessible to the detainees. Be sure internal investigation procedures are in place and will take each complaint seriously.
- Develop brochures or other materials for detainees. Be sure the materials are in languages appropriate for detainee population.

Step 4: Physical Structure and Facility Design

Examine the physical structure of the building, especially in areas where detainees have access.

- Are there surveillance cameras to observe detainee and officer interactions?
- How good is the visibility into the interview and interrogation rooms, holding cells, detox rooms, and so on? Are there windows in the doors?
- Are there hidden or secluded areas (such as janitor closets) where covert sexual behavior could occur?

Step 5: PREA Research and Standards Development

- If the agency receives a questionnaire from BJS developed for PREA, the agency is required to participate in the survey and to provide access to any inmates in custody.
- If seeking accreditation or reaccreditation from the state law enforcement accreditation commission or the Commission on Accreditation for Law Enforcement Agencies, expect to see new standards addressing this issue in the near future.
- Keep track of the activities of the Prison Rape Reduction Commission and volunteer to provide testimony on behalf of police agencies that have holding facilities or lockups. Provide feedback to the commission and be sure that local and state police organizations are also monitoring their progress. ♦

For more information on PREA and the National Prison Rape Elimination Commission, see the Web site of the National Institute of Corrections at www.nicic.org, and the National Prison Rape Elimination Commission at www.nprec.us.

Traffic Enforcement in Roadway Construction Zones

By Steven Casstevens, Assistant Chief, Hoffman Estates, Illinois, Police Department, and Paul Rizzo, Lieutenant, Schaumburg, Illinois, Police Department

New Work Zone Safety and Mobility Legislation Effective October 2007

The federal Work Zone Safety and Mobility legislation becomes effective in the United States on October 12, 2007. The new rule is designed to increase the safety of work zones in an era of more traffic, more congestion, and more work zones. The changes to the regulation will facilitate comprehensive consideration of the broader safety and mobility impacts of work zones across project development, and the implementation of appropriate strategies that help manage these impacts during project delivery. The new provisions are designed to meet current and future work zone safety and mobility challenges and serve the needs of motorists. www.fhwa.dot.gov/legsregs/wzsfr.htm

Editor's note: Assistant Chief Steven Casstevens is a member of the IACP Highway Safety Committee. Together, Assistant Chief Casstevens and Lieutenant Paul Rizzo co-chair the Illinois Association of Chiefs of Police Traffic Committee and are directors of the Illinois Law Enforcement Challenge.

It is said that in Illinois there are two seasons: winter and road construction. It seems that once the snow melts, motorists in Illinois and elsewhere in the United States can rarely find a roadway that is not under construction. And along with roadway construction come the myriad hazards of traffic direction for roadway crews. Because of frequently changing traffic patterns, inattentive drivers distracted by cell phones and GPS devices, and motorists vying for position, construction zones are becoming increasingly dangerous places to work.

Even though construction zones are announced to motorists well in advance of their approach by flashing barricades, warning signs, indicators of reduced speed zones, and flaggers, nearly every construction zone flagger can tell stories of near misses, angry motorists, and even collisions. According to the Illinois Department of Transportation, six roadway workers were killed in 2003 while performing their duties at roadway construction zones in the state. In 2004 there were a total of 39 persons killed in work zone crashes in Illinois, including motorists.

Statistics from the National Work Zone Safety Information Clearinghouse show that 1,068 persons died nationwide in 2004 in work zone crashes.¹ According to the

Federal Highway Administration (FHWA), on average from 1999 to 2003 about 15 percent of the work zones fatalities were non-motorists (pedestrians and bicyclists). Also, FHWA reports that more than 40,000 people are injured each year as a result of motor vehicle crashes in work zones, that approximately half of the fatal work zone crashes occurred during the day, and that more than twice as many fatal crashes occurred on weekdays as on weekends.²

Historically, work zone enforcement has been limited for a number of reasons. The officers working the work zones are likely to be off duty, in secondary employment

status, and working for the construction contractor. Specific training in work zone enforcement has not been developed or provided to these officers. In many work zones there is no safe place for an officer to conduct enforcement action. Traffic lanes are often reduced in width, making the handling of the traffic volume difficult and the reentry of the violator's vehicle into the traffic flow equally hazardous for the officer and the violator. In recent years law enforcement has taken a new look at traffic enforcement in these areas. Working cooperatively with construction companies, many law enforcement agencies have had success in slowing

traffic and providing a safer environment for roadway workers.

Crouching Lawman, Hidden LIDAR

The Schaumburg Police Traffic Bureau initiated a program aimed at making roadway construction zones safer in 2002. The program, affectionately known as Crouching Lawman, Hidden LIDAR, has since been replicated in many areas of the United States.

In 2002 a massive project was undertaken by the Illinois Department of Transportation (IDOT) to realign and reconstruct a major intersection of two state routes, along with several miles of approaching roadway. Working with the construction site supervisor, a Schaumburg officer dressed in construction worker garb, complete with reflective vest and hardhat, used a tripod-mounted LIDAR, which resembled a surveyor's transit, to take enforcement action. The officer clocked speeding autos traveling through the construction zone and radioed their speeds and descriptions to chase vehicles farther down the road.

The program was a real and measurable success. At one point during the campaign, officers issued 45 speeding citations in one hour. Construction crews were ecstatic with the results and were able to return to their duties in an environment of renewed safety and protection.

Florida Highway Patrol

Major Grady Carrick of the Florida Highway Patrol (FHP) was attending a conference in the Chicago area and read an article that appeared in the *Chicago Tribune* about Schaumburg's construction zone enforcement tactics. He thought the program might work with the FHP. "I thought this was a great example of thinking outside the box," said Carrick, who then brought the idea to an FHP staff meeting for discussion.

Sadly and coincidentally, the next day, a roadway construction worker was struck and killed in Florida by a passing motorist. This event cemented Carrick's intention to have FHP take decisive action. Florida's Operation Hardhat was soon under way. Florida troopers issued as many as 30 tickets an hour during the campaign. The Federal Highway Administration and the Roadway Safety Foundation gave special recognition to the FHP when it was chosen as one of the 2003 National Roadway Safety Award winners.

Hoffman Estates Police Department

The Hoffman Estates, Illinois, Police Department recently decided to target driver education of construction zone safety. A new poster is being distributed aimed at reminding motorists to slow down and that enforcement is taking place. The tag line—"Slow down for them or you'll be stopping for us"—is designed to give drivers fair warning that enforcement is a top priority for this agency.



June 2006 Training Catalog

It is imperative to register early for training. The IACP cancels or confirms all classes a minimum of 21 days in advance. Late registrants may not receive the training materials, certificates, etc. until completion of the class or the class may be canceled due to low enrollment.

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| <p>5 Police – Media Relations: Training For Mutual Effectiveness Tuition: IACP Member \$175 Non Member \$225 Location: Durham, NH</p> <p>5-6 Pre-Employment Background Investigations Tuition: IACP Member \$285 Non Member \$385 Location: Saratoga Springs, NY</p> <p>5-6 Managing Generational Change—Generation X, Y, Boom Tuition: IACP Member \$300 Non Member \$400 Location: Irvine, CA</p> <p>5-6 Documenting Use of Force Tuition: IACP Member \$300 Non Member \$400 Location: Tomball, TX</p> <p>5-6 Managing Generational Change—Generation X, Y, Boom Tuition: IACP Member \$300 Non Member \$400 Location: Allen, TX</p> <p>5-6 Leadership and Quality Policing Tuition: IACP Member \$300 Non Member \$400 Location: Grand Junction, CO</p> <p>5-7 Civil Disorder Resolution I: Field Tactics Tuition: IACP Member \$380 Non Member \$480 Location: Voorhees, NJ</p> <p>5-7 Conducting Homicide Investigations Tuition: IACP Member \$360 Non Member \$460 Location: Lowell, MA</p> <p>5-9 SWAT III: Progressive Tactical Operations* Tuition: IACP Member \$495 Non Member \$595 Location: Columbia, SC</p> <p>6-8 Criminal Investigative Techniques I Tuition: IACP Member \$360 Non Member \$460 Location: Mahanomen, MN</p> <p>12-13 Workshop on Assessment Centers and Promotional Testing Tuition: IACP Member \$400 Non Member \$500 Location: Chicago, IL</p> <p>12-14 Advanced Tactical Leadership for Commanders Tuition: IACP Member \$380 Non Member \$480 Location: Albany, NY</p> <p>12-15 SWAT Supervision and Management* Tuition: IACP Member \$400 Non Member \$500 Location: St Louis Park, MN</p> | <p>13-15 Critical Incident Management Tuition: IACP Member \$380 Non Member \$480 Location: Shakopee, MN</p> <p>15-16 Achieving Organizational Excellence Tuition: IACP Member \$285 Non Member \$385 Location: Austell, GA</p> <p>19-20 Electrical Incapacitation Devices Train the Trainer Tuition: IACP Member \$300 Non Member \$400 Location: Layton, UT</p> <p>19-20 Policing the Mentally Ill Tuition: IACP Member \$285 Non Member \$385 Location: Two Rivers, WI</p> <p>19-21 Internal Affairs: Legal and Operational Issues* Tuition: IACP Member \$380 Non Member \$480 Location: Vail, CO</p> <p>19-22 Planning, Designing and Constructing Police Facilities Tuition: IACP Member \$455 Non Member \$555 Location: Roanoke, VA</p> <p>19-23 SWAT I: Basic Tactical Operations* Tuition: IACP Member \$495 Non Member \$595 Location: Worcester, MA</p> <p>26-28 Investigation of Sex Crimes* Tuition: IACP Member \$360 Non Member \$460 Location: Mahanomen, MN</p> <p>26-28 First Line Supervision Tuition: IACP Member \$360 Non Member \$460 Location: Normal, IL</p> <p>26-29 SWAT Supervision and Management* Tuition: IACP Member \$400 Non Member \$500 Location: Marlton, NJ</p> <p>26-27 Mentoring for the Retention of Public Safety Personnel Tuition: IACP Member \$285 Non Member \$385 Location: Two Rivers, WI</p> <p>27-28 Value-Centered Leadership: A Workshop on Ethics, Values Tuition: IACP Member \$285 Non Member \$385 Location: Olmsted, OH</p> |
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**Only sworn officers or full-time employees of law enforcement agencies may attend.*

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Motor vehicle crashes are the leading cause of death among persons between the ages of one year and 34 years in the United States. According to the U.S. Department of Transportation, the total societal cost of crashes exceeds \$230 billion annually. Contributing to the death toll are alcohol, speed, and various other driver behaviors plus the kinds of vehicles people drive and the roads on which they travel.

Links to facts, statistics, and data on a variety of highway safety-related topics as well as a variety of searchable databases are available at <http://safety.fhwa.dot.gov/facts/index.htm>.

Illinois Legislation

Illinois, like many other states, has been vigorously revising its traffic codes that deal with safety in construction zones. Recently, the governor signed into law new legislation that increases the fine for speeding in a construction zone to a minimum of \$375 for first offenses and \$1,000 for second offenses. The governor also signed P.A. 93-947, which allows the Illinois State Police to establish an automated traffic control system for obtaining a photograph or other recorded image

of any vehicle violating the speed limit in a construction zone. In Illinois, workers need not be present in the construction zone to enforce these laws.

New Technology

Like the Schaumburg officers who conceived the Crouching Lawman, Hidden LIDAR program, Illinois roadway flagger Richard Heinz was also thinking creatively. Heinz has worked in construction zones for a number of years, perched on the edge of

speeding traffic lanes holding his Stop and Slow sign. Like many workers, Heinz had a close call when he was nearly struck by a passing car, saving himself only by jumping into a roadside ditch.

That experience sparked an idea, and Heinz developed the J-4 automatic flagging machine. The J-4 is positioned at the side of the roadway and displays either the Stop or the Slow sign while the worker operates it by remote control from a safe location, away from the flow of traffic, via a 25-foot cable.

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The unit also displays a red light while in the Stop mode and a flashing amber light in the Slow mode. It has four retractable stabilizing outriggers and a push-bar handle. The entire unit weighs 205 pounds, and once it has been unloaded and set up one person can easily move the J-4 through the job site.³

National Work Zone Awareness Week

Each year, U.S. FHWA promotes National Work Zone Awareness Week during the early part of April. The goal of the campaign is to raise awareness of work zone safety issues and to get motorists to slow down, drive safely, and be more aware of their surroundings when traveling through these areas. Agencies can find accurate and useful information, including facts and statistics, community programs and resources, on FHWA's Web site at www.fhwa.dot.gov.

Law Enforcement Priorities

Today's successful law enforcement agency is proactive, not reactive, in addressing emerging issues. Improving safety in roadway construction zones is one issue that should not be ignored and is one area where enforcement efforts can really make a difference.

Agencies should develop a comprehensive action plan, working with the state

transportation department officials and road construction companies to integrate enforcement into these areas to develop a climate of compliance by motorists in work zones. Working with the local media to advertise education campaigns, including issuing an invitation to the press to experience the problem on site, should always be a component of any specialized enforcement project.

This outreach effort should also include after-action press releases and coverage advising the media of the results of the campaign. Involving other entities such as schools, civic groups, faith-based organizations, and local businesses increases the chances that the message is being disseminated, understood and acknowledged by motorists.

It's one thing to talk about the danger of work zones or to quote statistics, but it's another thing to stand in a work zone where cars, trucks, buses, and tractor-trailers thunder past, inches away. Motorists need to be made aware of the true human scope of the problem and how their state or local agency plans to address it.

In an effort to increase awareness in Illinois, the Illinois State Board of Education, the American Traffic Safety Services Foundation (ATSSF), and the Illinois Chapter of the American Traffic Safety Services Association (ATSSA) are working with schools

across Illinois to hold a drawing contest. The finalists are sent to IDOT for the chance to win savings bonds, trophies, and the opportunity to be featured in the 2006-2007 Illinois Work Zone Safety Calendar.

Law enforcement agencies should be planning now for their education and enforcement activities in 2006. Special attention should be placed on roadway construction zones, before the next fatal crash. ❖

¹National Work Zone Safety Clearinghouse, "Fatalities in Motor Vehicle Traffic Crashes by State and Construction/Maintenance Zone (2004)," February 8, 2006, http://wzsafety.tamu.edu/crash_data/fatal.stm.

²Federal Highway Administration "Work Zone Safety Facts & Statistics," February 8, 2006, http://safety.fhwa.dot.gov/wz/wz_facts.htm.

³Heinz designed the machine several years ago and IDOT began testing the device to Federal Highway Administration standards. The J-4 was later granted interim approval by FHWA as meeting the criteria of the Manual on Uniform Traffic Control Devices. IDOT has purchased 20 of the J-4s and they are in experimental use throughout the state. The J-4 is manufactured by Endless Visions Inc. in Rushville, Illinois (www.evisafety.com).

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

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Louis J. Risacher Jr, Chief of Police (ret.), Fair Lawn NJ; Farmville, VA (life member)

Dennis P. Ryan, Assistant Chief of Police (ret.), New York City Police Department; Nanuet NY (life member)

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Ready Campus: Prepared to Help when Disaster Strikes

By Michael A. MacDowell, Ed.D., President, College Misericordia, Dallas, Pennsylvania

Responses to emergencies are not isolated to one campus or town. The events of September 11, 2001, and the hurricanes of 2005 demonstrated that local services can be overwhelmed quickly. Those of us in higher education can and should assist our neighborhoods, our cities, and our regions.

Most American campuses have crisis plans, many of which are quite sophisticated, and they are well prepared to secure their people and facilities if a disaster strikes. But how ready are the campuses to assist people in surrounding communities?

For College Misericordia, the need for a region-wide crisis plan was highlighted in wake of Hurricane Agnes in 1972. The ensuing flood devastated the city of Wilkes-Barre, Pennsylvania, and the Wyoming Valley region. College Misericordia, high above the floodplain, became a temporary home for 1,000 flood victims. One of its residence halls was transformed into a makeshift hospital where 52 babies were born.

In times of natural or human-made emergencies, college and university campuses can and have offered shelter, medical assistance, communications support, counseling, and solace to disasters victims.

Ready Campus is designed to provide all colleges and universities with a flexible, adaptable planning guide to prepare their own campuses for emergencies and, just as importantly, to help neighboring communities. Ready Campus will enhance relationships with community and state emergency management coordinators by using the resources of colleges and universities:

- Campus facilities have some advantages over public facilities during emergencies. Dining halls, residence halls, communications services, transportation equipment, large meeting rooms, radio and television studios, recreation centers, and even a stockpile of mattresses are among the many attributes that can be invaluable to a community in a time of disaster.
- Faculty and staff, many of whom are experts in the exact areas that are so important during emergencies, can give unselfishly of themselves so that others will survive and recover quickly from disasters. Nurses, biologists, counselors, communications staff, and public safety officers are some of the members of the campus who can contribute their talents in a crisis event.
- Students themselves can be excellent volunteers, even more so if their courses of study have included service learning components to help them learn how to best serve others during emergencies. Many colleges have integrated emergency preparation activities into courses in nursing, occupational therapy, the physical sciences, communications, political science, psychology, religious

studies, sociology, information technology, and other disciplines.

While many campuses have plans that consider such resources and service-learning opportunities, few of those plans are sufficiently integrated with metropolitan, regional, and state emergency management agencies' crisis plans. Successful emergency management at colleges and universities requires coordination with the community.

That is why Pennsylvania has developed a program called Ready Campus. Eighty colleges and universities throughout the state have participated in the program.

The *Ready Campus Manual* provides details on the initiative to draw campuses and community partners together to improve regional response to disasters, and the integral elements for developing a successful plan are highlighted in this article.

Identify Community Partners and Establish an Emergency Management Committee

The committee should include students, faculty members, and administrators as well as a wide representation of community leaders. The exact composition will vary according to the needs of each partnership, but partners might include local representatives



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Ready Campus Manual

The *Ready Campus Manual* is designed to help colleges and universities prepare themselves for major incidents on campus and in neighboring communities. Perhaps at no time in U.S. history has there been a greater need to be prepared to serve others. Fortunately, the faculty, administrators, staff, and students at colleges and universities are all looking for ways to help in a crisis. Ready Campus addresses both of those needs. Police departments, colleges and communities are encouraged to use the *Ready Campus Manual* to be a part of this essential effort.

The *Ready Campus Manual* is the product of the Pennsylvania Office of Homeland Security, the Pennsylvania Emergency Management Agency, the Association of Independent Colleges and Universities of Pennsylvania, the Pennsylvania Association of Colleges and Universities, the Pennsylvania Campus Compact, College Misericordia, and the American Red Cross.

www.readycampus.org

from the Federal Emergency Management Agency and other federal agencies; state agencies like the office of homeland security, department of health, and office of public welfare; the municipal fire, police, and health departments; nonprofit organizations like the American Red Cross and the Salvation Army; and the local chamber of commerce and other private-sector groups.

For example, Pennsylvania College of Technology and Keystone College are working with the American Red Cross to train staff members to become disaster volunteers and prepare their campuses to be shelters. West Chester University of Pennsylvania students are designing a plan and procedure for disseminating vaccines and response kits throughout the surrounding community. College Misericordia marketing students are working with a local town council and county officials to raise awareness of emergency procedures in that municipality.

Each partner needs to understand the other partner's specific mission, priorities, and scope. All partners will bring unique resources and abilities to the partnership. It is also best if the members of the committee have the authority to make decisions for their organizations. For the committee to be functional, those representatives should have the authority to commit resources—using a residence hall or sharing campus vehicles or phone banks, for instance—both in the planning phase and in times of need.

Create a Mission Statement

Partnerships work best if they are developed for a specific reason and have a formal plan, target dates, and expected results.

Partners should determine what to accomplish and reach a consensus on the key goals and mission. During the various meetings, the committee should assess community and regional needs and resources, identifying those services that already exist to avoid duplication and waste. For instance, what roles and tasks are identified in the campus plan that the Red Cross is already poised to handle?

As part of that process, it is necessary for the partners to share information about the resources that can reasonably be provided. Then the committee should develop an inventory of all needs, assets, and personal contacts for both the campus and the community.

Prepare Memoranda of Understanding with Neighboring Agencies

A written agreement formalizes the relationship between partners, outlines mutual goals, establishes clear expectations for each partner, and defines legal liabilities. The college president and the chief executives of all partnering organizations should sign the agreement. The participants, language, and content of each agreement will vary according to the specific characteristics of the local partnership. Some institutions may prefer to create a separate memorandum for each partner.

Prepare Volunteers on the Campus and in the Community

Training programs, tabletop exercises, and emergency scenarios based on the goals outlined in the memoranda of understanding are necessary preparation for emergency

response. They help all participants understand their roles and responsibilities before an emergency occurs.

Identify Risks

The advisory group should work with the institution's risk management and legal professionals to determine the risks that could result from the partnership. For each risk, identify who or what could be harmed and to what extent. For example, if students volunteer in emergency triage units in the community, they might be exposed to illnesses from the victims. Students coming in direct contact with patients should be properly trained in decontamination process and what medical gear they should wear. It is essential to develop a risk-management plan that covers a wide range of possibilities and review it regularly.

Document Activities and Keep Records

Record keeping is vital not only for reimbursement for disaster activities but also for insurance and legal purposes. Important records include participant sign-up sheets, liability waivers, volunteer contact information, accident logs, and copies of major equipment warranties. The campus risk-management professionals should retain all such information and update it regularly.

Besides forming partnerships with various organizations outside the higher education environment, campuses located near each other should work together to identify ways to pool resources and build a more efficient regional response to catastrophes. The Pennsylvania State University system, for example, has an in-house emergency management coordinator and a highly sophisticated plan, but it is always working to better integrate its efforts with the municipalities and counties surrounding its main campus and with its 23 satellite campuses around the state. Smaller colleges can begin a similar process by reaching out to nearby campuses, the Red Cross, local agencies, the business community, and others to determine ways they might offer mutual support.

These are just a few actions that colleges can take to help prepare themselves and their neighbors for any potential disasters. The *Ready Campus Manual* presents many more details and ideas to prepare the local community and state for a collaborated approach to events.

Just a few years ago, the idea of collaborating with many other groups off the campus on emergencies would have died for lack of interest. But there is keen interest in it today because there is a greater need to be prepared to serve others than perhaps at any other time in U.S. history. Higher education has responded to crises in the past, and individual institutions are responding today, but a more systematic, coordinated approach will yield the best results. ❖

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The **Police Chief** keeps you on the cutting edge of law enforcement technology with monthly product announcements. For **free** in-depth information, visit us at <http://www.theiacp.org/freeinfo>, or circle the appropriate Reader Service Numbers on the Reader Response Card (adjacent to the index of advertisers in this issue), and fax or mail the postage-paid card today. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.

Secure digital photography

Lexar Media Inc. announces that its digital photography system, LockTight, will be available to forensic photographers and other law enforcement officers outside the United States. LockTight is designed to allow users to lock digital photographs to prevent tampering and preserve the integrity of photographic evidence. The system, available in secure digital (SD) format, is being localized in French, German, Japanese, and Spanish. The system is engineered to keep computers and cameras from reading a LockTight memory card or writing data to it until a critical authorized authentication process takes place between the LockTight card and the host computer or host camera.

For more information, circle no. 204 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Interoperability component

Raytheon Company's JPS Communications announces the NXU-2A, a device that is designed to connect communication equipment to a digital network. The NXU-2A uses Radio over Internet Protocol (RoIP) and Voice over Internet Protocol (VoIP) technology to send and receive digital voice messages. The NXU-2A's features are designed for trunking applications and handset users. The NXU-2A Network eXtension Unit is a general purpose, stand-alone device that connects communication equipment to a digital network (local area network, wide area network, or Internet) using RoIP technology. It is intended for use with radios, radio communication consoles, and JPS products such as the ACU-1000 Interconnect Unit and the SNV-12 Signal-and-Noise Voter.

For more information, circle no. 205 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo



Biological threat detector

20/20 Gene Systems introduces Bio-Check, a kit designed to help first responders detect the presence of a biological threat such as anthrax or ricin at an incident scene. The kit consists of a small box, a tray, two wetted swabs, and two test tubes containing solution. One test tube is labeled Protein, and the other is labeled pH. The user collects a sample of suspect material on each swab and then immerses one in the protein test tube and the other in the pH tube. If the solution in the protein tube remains colorless after five minutes, the material is probably not a biological threat. If it turns purple, a protein is present, which could indicate a biological threat. Solution in the pH tube turns red, stays neutral, or turns blue depending upon whether the substance is an acid, a neutral, or a base. The pH test helps first responders more accurately determine the chemical properties of the substance being tested.

For more information, circle no. 206 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Pepper spray

YourSafetyStore.com announces the availability of Pepper Enforcement pepper spray. Pepper Enforcement's proprietary formula is designed to contain 8 percent



oleoresin capsicum at 2 million Scoville heat units. Each product contains a UV marker dye and is designed to be nonflammable and safe for use with Tasers. Pepper Enforcement is available in four sizes, with either a flip-top or a cop-top, and with a choice of three actuating systems: splatter stream, fogger, and foam.

For more information, circle no. 207 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Product update

Semen testing kit

Independent Forensics, a DNA forensic laboratory, announces the release of the Rapid Stain Identification Semen Kit (RSID-Semen), a fluid-specific test for the presence of semen. The kit is designed to react only to semen and none of the other human body fluids that can cause false positives.

For more information, circle no. 208 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Car phone mount

Ram Mounts announces the Ram Universal Mag Plate II car phone mount. Installation is designed to be simple. Just peel off the protective vinyl patch on the flex base and attach it to a vehicle dashboard or anywhere you want your electronic device secured. Then attach the thin metal plate to the inside of your electronic device battery cover.

For more information, circle no. 209 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Field desk

Hardigg Cases introduces the mobile office double duty field desk, which is designed to provide a six storage drawers and workspace for two people. The drawers include two that are specifically designed for Pendaflex folders and two that have padlocks for security. The desk is designed to fold into one durable shipping container with two heavy-duty wheels. Also included are two field chairs and power plugs. The desk is available in tan, olive drab, or gray.

For more information, circle no. 210 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo



Traffic baton

Grace Industries introduces the Glow Baton Model 50 Traffic Control Pro, a lighted baton designed to allow first responders to direct people and traffic around and out of emergency situations. The baton weighs seven ounces, is 12 inches long, and features a slip-resistant handgrip and push-button operation. The light is designed to be visible from all directions, and the water-resistant tube with bright red LED is designed to be virtually unbreakable. One nine-volt alkaline battery provides hours of continuous glow.

For more information, circle no. 211 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Expansion pack for emergency software

Defense Group Inc. announces the release of its HEICS Expansion Pack for CoBRA 4.0, designed to minimize the confusion and chaos that swirls around disaster response. The expansion pack is designed to distill HEICS (Hospital Emergency Incident Command System) into tools and resources that can be accessed from the company's CoBRA 4.0 software. The expansion pack includes profiles, forms, checklists, and reference documents designed to turn HEICS from a static document into an interactive tool for managing the response to manmade and natural disasters.

For more information, circle no. 212 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo



License plate recognition system

PIPS Technology announces Spike the Enforcer, an automatic number plate recognition (ANPR) system. Designed primarily for traffic enforcement applications, Spike has local storage capacity for thousands of vehicle records, including color overviews. Images are encrypted using industry standard 256-bit encryption and transmitted to the back office using wireless technology. Internal Web server software is designed to display live images, ANPR data, and captured JPEG images of target vehicles. The system consists of two CCTV cameras, a computer, a mobile phone, a digital video recorder, and power cables. Patented filter and flash techniques are engineered to suppress headlight glare and bright sunlight, while triple flash techniques are designed to help reduce problems of plate-to-plate visibility.

For more information, circle no. 213 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo



and other devices and materials.

For more information, circle no. 217 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Police cordon

J. L. Geisler Corp. announces the Quick-Deploy Police Cordonator, a white cordon with blue police graphics designed to slow traffic at work zones and mark off areas at crime scenes. They are designed to make crime scenes look more professional and authoritative, and to eliminate the need for caution tape around trees and police vehicle antennas. Cordonators fold flat and weigh less than 14 pounds. They are made from HDPE plastic and exceed federal crash test standards. Rubber rings are available as ballast in high traffic or wind areas. They can also be filled with sand or water for more permanent applications. Special holes are designed to accommodate tape, signs, lanterns, and accessories. Cordonators are available with reflective or nonreflective sheeting and standard or custom graphics.

For more information, circle no. 218 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Bullet catcher

EVI-PAQ, a brand of Armor Forensics, introduces an updated bullet catcher. The company's latest version includes a removable grate and welded nonremovable feet designed to ensure stability. The bullet catcher is designed to be safe for use with most handguns and rifles. It does not require water tanks. It features a chamber filled with nonflammable Kevlar fibers. By design, the useful life of the fibers is approximately 10,000 shots.

For more information, circle no. 219 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Hand-worn metal detector

Paradigm Tactical Products introduces FriskerPRO, a hand-worn metal detector designed to allow law enforcement and security officers to search a suspect for metal objects while simultaneously using the fingertips to search for dangerous nonmetal objects like plastic knives. The FriskerPRO is designed to detect a copper disk a half-inch in diameter at a distance of one inch, a small wire object at a distance of a half-inch, a knife or a pistol at less than three inches. It is also engineered to detect a safety pin or staple concealed in a prisoner's mouth or a shank tucked into a suspect's sock.

For more information, circle no. 214 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Medical pouch

Spec.-Ops. Brand announces the tactical nylon medical pouch. The pouch is designed to be large enough to carry all of the components of the company's first-aid kit. It is available in two sizes and several colors: black, olive, tan, and coyote brown. It is also available in camouflage.

For more information, circle no. 215 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Notebook computer

Rugged Notebooks Inc. announces that its ruggedized notebook computer, the Black Hawk, now has a spill-resistant keyboard designed to keep liquids away from the internal components. Weighing 6.6 pounds, the notebook features a 15.1-inch antireflective TFT display with an optional sunlight-readable LCD display and is powered by Intel Pentium M processors. Available accessories include car mount options for emergency vehicle applications. Black Hawk connectivity includes a built-in wireless LAN, a 10/100 Base-T port, Internal Mini PCI, and a 56K V.90 fax modem.

For more information, circle no. 216 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Training simulator

PRISim announces the PortableTrainerPRO, a judgment and force option training system designed to create a safe, effective, and realistic learning environment for law enforcement professionals. Its integrated components are designed to allow trainers to set up the PRISim PortableTrainerPRO in as little as 15 minutes. The system has access to PRISim's library of scenarios involving firearms, chemical agents, flashlights,



Long gun

Paradigm introduces a .308-caliber weapon with four interchangeable barrel lengths (16, 18, 20, and 24 inches) and a folding stock. Other features include an anti-cant device, a sound suppressor, and a two-point mount with small muzzle extension. It is engineered to have a range of 300 yards.

For more information, circle no. 220 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo



Pistol light

Night-Ops, the illumination tool division of BlackHawk Products Group, in partnership with Insight Technology Inc., introduces the Xiphos (pronounced ZY-foes) pistol light. The Xiphos is a six-volt rail-mounted Luxeon LED pistol light designed to deliver 80 lumens of white light. The digitally managed circuit is designed to optimize light output for the life of the batteries. By design, the Xiphos can be activated and deployed with a single hand or two hands by an ambidextrous toggle or pressure switch. It is engineered to have a run time of more than 60 minutes at peak output.

For more information, circle no. 221 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Light tower

The Will-Burt Company announces the addition of a light-duty tower to the Night Scan line of telescoping towers. Internally wired, the tower has lightweight aluminum sections that extend to hold basic light packages. Extension heights are up to 16 feet. The manual pan and tilt are designed to allow the operator to direct each light

independently. Light packages include either the Optimum quartz halogen or the Magnafire 3000 halogen light systems. Optional equipment includes a mechanical rotatable light system, external or internal mounting hardware kit, and a compressor package specially designed for the unit.

For more information, circle no. 222 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo



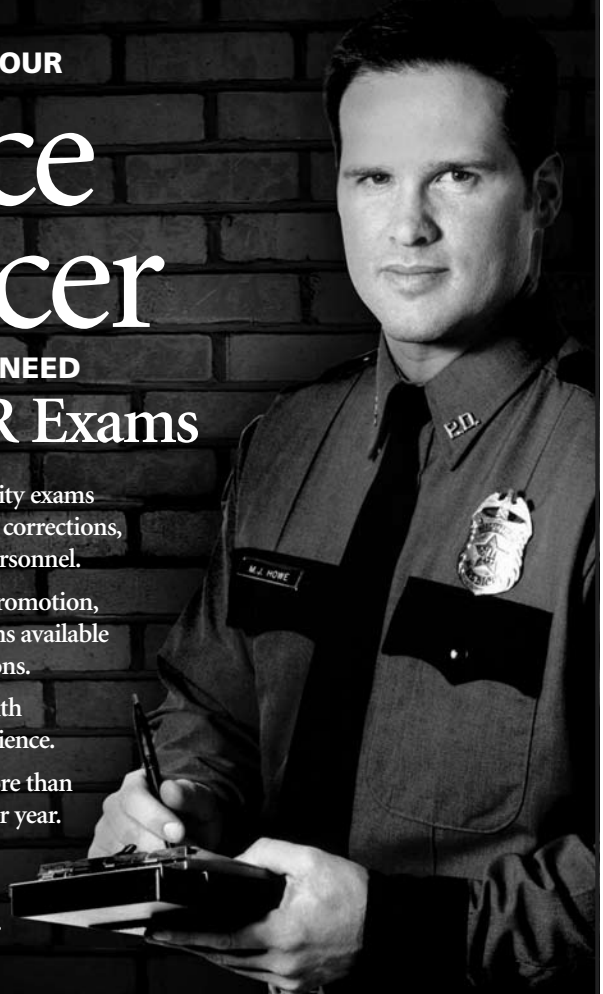
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THE POLICE CHIEF/APRIL 2006

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OCTOBER 14-18

IACP
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New IACP Training Course Terrorism Tactics and Countermeasures: Homicide Bombers

This course is designed for command staff and police administrators assigned the responsibility of developing department policies, procedures, and the training programs. The course will provide an in-depth examination of terrorism tactics and the countermeasures used to maintain homeland security by both patrol and SWAT personnel. Topics include an overview of international and domestic terrorist homicide bombings, explosive devices and blast dynamics, tactical intervention and interdiction team concepts, tactical sniper and observer concepts, a legal review, use-of-force policies, and training. Upon completion of this course, the attendee will be familiar with the following:

- The history of terrorist homicide bombing
- Terrorist explosive devices and blast dynamics
- Law enforcement countermeasures for homicide bombers
- Tactical intervention team concepts
- Tactical interdiction team concepts
- Legal issues concerning terrorism
- Use-of-force issues related to homicide bombers
- Training issues related to homicide bombers

For more information, please call Larry Haynes at the IACP at 800-THE-IACP, extension 234, or send an e-mail message to him at haynesl@theiacp.org.

Post-September 11 Policing

The International Association of Chiefs of Police (IACP), the National Sheriffs' Association (NSA), the National Organization of Black Law Enforcement Executives (NOBLE), the Major Cities Chiefs Association, and the Police Foundation joined in 2004 to help position state, local, and tribal agencies to proactively manage a changed and continually changing police environment. One of the main objectives pursued during this project was to uncover or develop policy, program, and resource deployment ideas considered promising for addressing changing conditions, mission, and roles. To date, four promising practice briefs have been produced:

- Intelligence-Led Policing:
The New Intelligence Architecture
- Threat Assessment: Fundamentals and Guidelines
- Multijurisdictional Partnerships for Meeting Regional Threats
- Engaging the Private Sector to Promote Homeland Security

For more information, call Phil Lynn at the IACP at 800-THE-IACP, extension 324, or send an e-mail message to him at lynnp@theiacp.org.

National Police Week May 14-20, 2006

The 18th Annual Candlelight Vigil will be held in Washington on Saturday, May 13. Sponsored by the National Law Enforcement Officers Memorial Fund (NLEOMF), the event will begin at 8:00 p.m. at the National Law Enforcement Officers Memorial, located at Judiciary Square, on the 400 block of E Street, NW, in Washington, D.C. A reading of the names newly engraved on the memorial will follow the ceremony. Everyone is welcome to attend; no tickets are required. Activities scheduled in Washington, D.C., for National Police Week, include the following:

Tuesday, May 9
12th Annual Blue Mass

Friday, May 12
National Police Week Challenge 50-Kilo-

meter Relay Race, coordinated by the U.S. Secret Service. Call Kam Flynn at 703-904-8600, or visit www.secretservice.gov/npc50

Police Unity Tour Arrival Ceremony. Call Harry Phillips at 973-443-0030, send an e-mail message to unitytour1@aol.com, or visit www.policeunitytour.com.

13th Annual TOP COPS Awards Ceremony, hosted by National Association of Police Organizations. Call Jill Cameron at 202-842-4420.

Saturday, May 13

National Concerns of Police Survivors' Seminars. Call Concerns of Police Survivors at 573-346-4911, or send a message to cops@nationalcops.org

18th Annual Candlelight Vigil at the National Law Enforcement Officers Memorial. Call 202-737-3400, write to vigil@nleomf.com, or visit www.nleomf.com.

Sunday, May 14

11th Annual Law Ride. Visit www.lawride.com.

Fourth Annual Steve Young Honor Guard Competition. Write to Ken Roske at honorguard@policeweek.org, or visit www.policeweekhonorguard.com.

11th Annual Emerald Society & Pipe Band March and Service, presented by the National Conference of Law Enforcement Emerald Societies Inc. Call 301-858-0972, or send an e-mail message to peswashdc@aol.com.

Monday, May 15

National Peace Officers Memorial Day (lower flags to half staff)

25th Annual National Peace Officers' Memorial Day Services, hosted by the Fraternal Order of Police, and the Fraternal Order of Police Auxiliary. Call the Fraternal Order of Police at 202-547-1651 or 505-293-1284.s

Wreath Laying Ceremony at the National Law Enforcement Officers Memorial conduct by the Fraternal Order of Police and the Fraternal Order of Police Auxiliary.

National Night Out 2006

The National Association of Town Watch (NATW) has announced that the 23rd Annual National Out program will culminate on Tuesday, August 1, 2006.

Any municipality or law enforcement agency that was not officially registered

with NATW for Night Out 2005 should contact NATW to receive information on National Night Out 2006. Departments registered with NATW last year will receive information about this program.

There are no fees to register to participate. Once registered with NATW, local coordinators receive an organizational kit full of how-to materials, including planning suggestions, sample news releases, artwork, and promotional guides, and interim updates throughout the year.

National Night Out, a year-long community building campaign, is designed to accomplish the following:

- Heighten crime prevention awareness
- Generate support for and participation in local anticrime programs
- Strengthen neighborhood spirit and police-community partnerships
- Send a message to criminals letting them know that neighborhoods are organized and fighting back

Along with traditional outside lights and front porch vigils, most cities and towns now celebrate National Night Out with a variety of special citywide and neighborhood events such as block parties, cookouts, parades, festivals, safety fairs, and youth events.

National Night Out 2005 involved 34.8 million people in 10,750 communities from all 50 states, U.S. territories, Canadian cities, and military bases worldwide. National Night Out is sponsored by NATW in partnership with Target and the Bureau of Justice Assistance in the U.S. Department of Justice.

For free registration material, call National Night Out at 800-NITE-OUT, or visit the www.nationalnightout.org. To learn more about National Association of Town Watch, write to NATW, 1 Wynnewood Road, Suite 102, Wynnewood, PA 19096 USA; call 610-649-7055; or visit www.natw.org.

DHS Introduces Risk-Based Formula for Urban Areas Security Initiative Grants

The U.S. Department of Homeland Security (DHS) announced \$765 million in direct funding for high-threat urban areas as part of the fiscal year 2006 Urban Areas Security Initiative (UASI). UASI provides resources for the equipment, training, planning, and exercise needs of select high-threat urban areas.

"The department is investing federal funding into our communities facing the greatest risk and demonstrating the greatest need in order to receive the highest return in our nation's security," said Michael Chertoff, U.S. secretary of homeland security. "Our nation's preparedness and the support of our emergency responders on the frontlines of the war against terrorism

must be a shared effort. We will continue to champion funding on the basis of risk and need, and we urge Congress to do the same to ensure that our finite resources are allocated and prioritized successfully."

In fiscal year 2006, the department identified 35 areas eligible to apply for and receive funding. These 35 areas encompass 95 cities with populations of 100,000 or more. This year's formula promotes a "super" UASI concept that is designed to build greater regional capabilities across a geographic area. In addition, 11 urban areas from the fiscal year 2005 UASI have been identified as eligible to apply for sustaining funding in fiscal year 2006, to ensure that strategic investments made thus far can be completed and to identify projects that, if funded, would significantly reduce risk.

All eligible applicants must submit an investment justification, which identifies needs and outlines the intended security enhancement plan to be addressed with funding, to meet the target capabilities outlined in the National Preparedness Goal. Investment justifications will be reviewed, scored, and prioritized along with risk factors to determine which investments should be funded to best address need and minimize risk.

The fiscal year 2006 UASI list of eligible applicants and recipients is determined through a risk formula that considers three primary variables: consequence, vulnerability, and threat. Factors such as the presence of international borders, population and population density, the location of critical infrastructure, formal mutual aid cooperation, law enforcement investigations and enforcement activity are considered in correlation with the risk formula for UASI determinations.

Cities on the UASI list with shared boundaries were combined for fiscal year 2006 into a single entity and urbanized areas outside the official city limits were also included in order to establish a geographic area for enhanced risk analysis, reflecting a regional approach to shared risk and risk mitigation.

Other expansions to the program in fiscal year 2006 include the incorporation of threat analysis from intelligence community products that reflect risk as seen through various attack modes, such as the incorporation of transient populations and greater depth and breadth in infrastructure data.

More than \$2.1 billion has been allocated through UASI since the 2003 fiscal year. Since September 11, 2001, \$8.6 billion has been provided in overall grant funding to states and territories to enhance first responder capabilities in preventing, protecting and responding to acts of terrorism.



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.

Lake Ranger Glen Marion Collins
Shawnee, Okla., Police Dept.
Date of death: December 13, 2005
Years of service: 37

Patrol Officer James F. Knapp
Cook County, Ill., Sheriff's Office
Date of death: January 4, 2006
Years of service: 16

Sergeant Henry Prendes
Las Vegas, Nev., Metropolitan
Police Dept.
Date of death: February 1, 2006
Years of service: 14

Patrol Officer James W. Sell
Gassville, Ark., Police Dept.
Date of death: February 4, 2006
Years of service: 27

Deputy Sheriff Stacy E. McMurrrough
Lafayette County, Ark., Sheriff's Office
Date of death: February 10, 2006
Years of service: 2

Deputy Sheriff Elizabeth Mazella Edwards
Hardin County, Ill., Sheriff's Dept.
Date of death: February 12, 2006
Years of service: 1

Police Officer Eric Solorio
Chicago, Ill., Police Dept.
Date of death: February 12, 2006
Years of service: 3

Deputy Sheriff Stephen J. Hahn
Eau Claire, Wis., Sheriff's Dept.
Date of death: February 16, 2006
Years of service: 39

Patrol Officer Earl H. Scott
California Highway Patrol
Date of death: February 17, 2006
Years of service: 5

Trooper Kevin C. Manion
Virginia State Police
Date of death: February 18, 2006
Years of service: 2

Detective Jared Jensen
Colorado Springs, Colo., Police Dept.
Date of death: February 22, 2006
Years of service: 3

IACP Law Enforcement Challenge Award Deadline Nears

By Joel Bolton, Lieutenant,
Lake Charles, Louisiana, Police
Department

With only a few weeks remaining before the May deadline for entries in the IACP's National Law Enforcement Challenge Award program, agencies nationwide are busy documenting their traffic safety activities during 2005. Hundreds of police agencies, sheriff's departments, and state police organizations accept the challenge every year. They know they have saved lives and prevented injuries in the communities they serve by educating the public and enforcing the law.

The National Law Enforcement Challenge is a fun way for agencies to showcase their work in the areas of safety belt promotion, impaired driving prevention, and speed deterrence while competing against agencies of similar size and type. Successful programs in your jurisdiction will likely work in another, and the award competition offers a way to communicate your ideas for preventing crashes and saving lives to agencies around the United States. This is one competition that produces only winners.

There is still time for you to download the application form from www.lawenforcementchallenge.org, provide the information required, and drop it in the mail for review by the IACP's panel of judges. You could win one of the great prizes provided by the challenge sponsors, garner national recognition for your agency, and share your creative ideas with your fellow law enforcement leaders to help them improve traffic safety in their communities.

Completing the application process is essentially performing an easy self-evaluation of your traffic safety activities. The performance areas upon which the applications are judged are the five cornerstones of successful traffic safety programs. The application asks questions about your policy and the enforcement guidance you provide your officers; the traffic safety

training your personnel completed in 2005; how you worked to educate and inform the public about traffic safety issues; your agency's traffic enforcement activity; and the measured success you experienced in increasing safety belt use, deterring impaired driving, and reducing the death and injury toll from speed-related crashes.

Those five areas are assigned a weighted number of points that a panel of three judges will use as they review the submitted applications. Judges are selected by IACP based on their program knowledge and traffic safety expertise. They represent law enforcement practitioners, national organizations with an interest in traffic safety, and corporate partners.

The judges will carefully review each application to recognize the best overall traffic safety program in each of the more than 20 categories, which are based on agency size (number of sworn personnel) and type (municipal police, sheriff's department, and state police and highway patrol) categories. There are also special awards presented for the best work done by an agency in specific program areas such as occupant protection, impaired driving, speed awareness, child passenger safety, and underage drinking prevention. In addition, the best first-time entry in the challenge will take home the rookie of the year award.

There are several things you can do to increase your chances of winning, while providing easy access to the information the judges need to compare your entry to another agency's. Applications are typically assembled in a three-ring binder with tabs for each of the topic areas covered on the application (policy and guidelines; training of officers; incentives and recognition; public information and education; and enforcement activity).

Policy: Include the relevant wording from your policy manual that shows your requirements for safety belt use by officers. Judges will also be looking for policy statements or guidelines that demonstrate that you have communicated to your officers

that enforcement of safety belt, child restraint, speed, and impaired driving laws is an important part of their daily routine. These statements help officers understand they are the front line in the effort to save lives on our streets and highways, and their enforcement work makes a difference.

Training: Provide numbers and percentages of sworn officers who have received traffic safety training. Documentation you elect to provide for this section should be relevant to the topic areas.

Incentives and Recognition: Describe your efforts to recognize officers who have excelled at traffic enforcement and education. Providing incentives for outstanding work related to traffic safety inspires others in your department to increase their performance level. Scan press clippings and photos of award events. Also include documentation of your agency's participation in the national campaigns and mobilizations.

Public Information: Give the judges a good idea of the work you did to educate the public on traffic safety issues. Scan in examples of press clippings and photos from events in your community to illustrate your narrative.

Enforcement: Select any three months' data—they don't need to be consecutive months—to document in this section, which covers the one thing we can do that no other traffic safety advocate can: enforce the law.

Effectiveness: Your self-evaluation would not be complete if you didn't review the outcomes of your efforts. Supply evidence that you helped increase safety belt use in your community or reduce the proportion of crashes that were associated with speed and alcohol. Document the change from 2004 to 2005 in total crashes and injury crashes. ♦

More tips on completing the application can be found on the IACP National Law Enforcement Challenge Web site. For more information, call IACP National Law Enforcement Challenge coordinator Bob Wall at 703-304-9771, or send an e-mail message to him ubucklup@erols.com.



Intelligent enforcement for integrated traffic management



Gatso Multi Camera System

Gatsometer has been supplying and installing traffic enforcement equipment for over 50 years. Today, the company capability in red light and speed enforcement systems forms an integral part of a wider traffic management and safety system approach.

Effective enforcement is the key to integrated traffic management; Gatsometer digital photo enforcement systems exploit advanced technology to deliver significant reductions in operating and support costs, coupled with operational flexibility and easier offence processing.

Utilising a range of sensor technologies, configurations and processing techniques, Gatsometer's range of systems meets current and future needs to provide:

- Simultaneous capture of images and offence data
- Offence images encrypted to international banking standards
- Confidence in evidential quality
- High mean time between failures (MTBF)
- Fast return on investment

Gatsometer's flexible digital cameras, accurate detection technologies and user-friendly software combine to deliver a cost-effective solution for all integrated traffic management projects.

Benefit from Gatsometer's international experience and extensive product range for all road management and safety schemes.

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G A T S O M E T E R B V

ICOP Model 20/20

The Leading Digital Video System

“The ICOP Model 20/20 leads the industry in improving officer safety and security, gaining improved compliance with department risk management policies, improving officer field training -- both for recruits and veteran officers, reducing liability costs to the municipality or community, gaining better conviction rates, and finally, improving police community relations while gaining increased public support and confidence in the department.”

Louis Anemone, Chief of Department, N.Y.P.D (retired)

- Highest Quality Video Images
- Assures Officer Safety (no overhead console)
- Operates Up to 3 Cameras
 - Record Up to 2 Cameras Simultaneously
- In-Dash (or Console) Installation
 - No Holes Drilled in Vehicle
- Data Integrity for Court
 - Tamperproof Files - Not MPEG
- User-Friendly Back-end *ICOP Video Management System*
 - Create Instant Reports

All at a Great Price!



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