WHEN EVERY SECOND COUNTS.

INTRODUCING THE ALL-NEW 2011 DODGE CHARGER PURSUIT.


- Available, legendary 5.7-liter 370 hp VVT (Variable Valve Timing) HEMI® V8 with Fuel Saver Technology
- All-new, standard 3.6-liter 292 hp Pentastar V6 with available Flex-Fuel* capability
- Heavy-duty suspension, load leveling and height control
- Two-mode, police-specific Electronic Stability Control (ESC) system
- Rear-wheel drive provides outstanding handling and maneuverability, and faster, more responsive acceleration

The 2011 Dodge Pursuit. Let the Pursuit … begin.
Start at fleet.chrysler.com.

*At no additional cost. Dodge and HEMI are registered trademarks of Chrysler Group LLC.
WHEN EVERY SECOND COUNTS.


Built for speed. It's all-new and built to stay that way for a very long time.

Available, legendary 5.7-liter 370 hp VVT (Variable Valve Timing) HEMI® V8 with Fuel Saver Technology

All-new, standard 3.6-liter 292 hp Pentastar V6 with available Flex-Fuel* capability

Heavy-duty suspension, load leveling and height control

Two-mode, police-specific Electronic Stability Control (ESC) system

Rear-wheel drive provides outstanding handling and maneuverability, and faster, more responsive acceleration

The 2011 Dodge Pursuit. Let the Pursuit … begin.

Start at fleet.chrysler.com.

*At no additional cost. Dodge and HEMI are registered trademarks of Chrysler Group LLC.

INTRODUCING THE ALL-NEW 2011 DODGE CHARGER PURSUIT.
Since 9/11, terrorists have targeted New York City 13 times with plots against numerous city landmarks and locations. The most important lesson the New York City Police Department has learned during the past 10 years is the most obvious one: New York City, the world’s financial and communications capital, remains in the crosshairs of global terrorism. The threat of terrorism today is extremely complex. It is homegrown, and it is international. Law enforcement must guard against it.

Cover images: left, © Lennie Falcon/dpa/Corbis; right, © Richard H. Cohen/Corbis
ASSOCIATION OFFICERS — 2010–2011

President  Mark A. Marshall, Chief of Police, Smithfield Police Department, 1613 South Church Street, Smithfield, VA 23430
Immediate Past President  Michael J. Carroll, Chief of Police, West Chester Township Police Department, 1025 Paoli Pike, West Chester, PA 19380-4699
First Vice President  Walter A. McNeil, Chief of Police, Quincy Police Department, 121 East Jefferson Street, Quincy, FL 33851
Second Vice President  Craig T. Scheckler, Chief of Police, Fremont Police Department, 2000 Stevenson Boulevard, Fremont, CA 94539
Third Vice President  Yousry “Yost” Zakhary, Director, Woodway Department of Public Safety, 920 Estates Drive, Woodway, TX 76712
Fourth Vice President  Richard Beary, Chief of Police, University of Central Florida Police Department, PO Box 163550, Orlando, FL 32816
Vice President at Large  Patrick Foley, Chief of Police, Douglas Police Department, PO Box 234, 29 Depot Street, Douglas, MA 01516
Vice President at Large  Patty Jaye Garrett Patterson, Chief of Police, Sumter Police Department, 107 East Hampton Avenue, Sumter, SC 29150
International Vice President  D.C. (David) Beer, Director, Africa Programs, Pearson Peacekeeping Centre, 3125 Colonel By Drive, CTTC Bldg, Suite 3600, Ottawa, Ontario K1S 5R1, CANADA
Vice President-Treasurer  Carl Wolf, Chief of Police, Hazelwood Police Department, 415 Elm Grove Lane, Hazelwood, MO 63042
Division of State Associations of Chiefs of Police General Chair  Kent Barker, Chief of Police, Tualatin Police Department, 8600 SW Tualatin Road, Tualatin, OR 97062
Division of State and Provincial Police General Chair  John R. Batiste, Chief, Washington State Patrol, PO Box 42015, Olympia, WA 98504
Parliamentarian  Philip Broadfoot, Chief of Police, Danville Police Department, 427 Patton Street, Danville, VA 24541
Executive Director  Daniel N. Rosenblatt, International Association of Chiefs of Police, 515 N. Washington Street, Alexandria, VA 22314-2357

IACP Fellows
Lydia Blakey, U.S. Marshals
Amanda Burke, Naval Criminal Investigative Service
David Chipman, Bureau of Alcohol, Tobacco, Firearms, and Explosives

Annual IACP Conferences
2011 (118th) • Oct. 22–26 • Chicago, IL
2012 (119th) • Sept. 29–Oct. 3 • San Diego, CA
2013 (120th) • Oct. 19–23 • Philadelphia, PA
2014 (121st) • Oct. 25–29 • Orlando, FL

Ensuring Integrity. Worldwide.

Over 400 public safety agencies in the United States, Australia, Canada and New Zealand stake their reputations on IAPro.

They know that detecting performance and misconduct issues upstream before they become serious is a best practice they can’t afford to be without.

To learn more about IAPro and proactive integrity, contact us at 800-620-8504 or www.iapro.com.

IAPro
THE LEADING PROFESSIONAL STANDARDS SOFTWARE. WORLDWIDE.
www.iapro.com

Reeves® Namebadges and Service Attachments
Adjusto-Lok® positions gripper for use with shirt, jacket or winterwear.

Fine namebadges, unique slide-on attachments for rank, service, title, more! Unmatched quality and workmanship, most orders shipped on very next day!

Visit www.reevesnamepins.com for realistic illustrations, descriptions. Easy ordering online or phone toll-free for great customer service: 1-800-452-1161.
9/11: 10 Years Later

It is hard to imagine that it has been 10 years since the horrific events of 9/11. The images of the carnage in New York City; Arlington, Virginia; and Pennsylvania are indelibly etched into our consciousness. It was shocking that there were people who would coordinate and carry out a plan that was wrapped around a deranged ideology. Our mind-set and our missions changed that day.

At the same time we have also seen deadly attacks around the world—in places such as Madrid, London, India, Saudi Arabia, Indonesia, and Russia, mostly directed or inspired by al Qaeda. Because of our collective efforts, al Qaeda has been significantly weakened. But it still remains a huge and constantly changing threat to our security around the world.

Unfortunately, we have also seen an evolving threat here in the United States involving homegrown terrorists inspired by al Qaeda and its convoluted philosophy. Individuals such as Awar Al-Awlaki and Omar Hammami, sadly, both American citizens in exile, and their use of the Internet to radicalize others are examples of the changing threat. The simple truth as expressed by the cartoon Pogo is this “we have seen the enemy and it is us.” The homegrown threat is real, and the tragic murders at Fort Hood by Nidal Hasan drive it home.

The number of credible plots by domestic terrorists that have been uncovered over the past 18 months clearly demonstrates the changing threat we face. It truly emphasizes the need for everyone to recognize this threat—not only first responders but all levels, but also the private sector and citizens. We must remain vigilant at all levels. Hometown security is homeland security.

And even so, homeland security assistance grants from the federal government to state, local, and tribal law enforcement are being cut drastically. This is the time when we should fight for our efforts on the ground and make our voices heard. We have made much progress in the past decade, but we must not stop now. There is still much work to be done to engage fully all the partners we need.

Most of the successful ideas, strategies, and tactics that have helped drive down crime rates to historic lows and that have kept the United States safe since 9/11 have been developed at the local and state level. From CompStat to fusion centers to suspicious activity reporting (SAR), the genesis for these ideas all began within municipal and state police agencies.

Unfortunately, the very programs and policing philosophies that spearheaded this decline in crime are now under grave threat. The negative effect of reducing services to our communities cannot be overstated—the economic slowdown has forced state, local, and tribal governments to adopt massive cutbacks. In short, the fiscal situation faced by local and state governments is stifling innovation and putting our communities at risk.

And, while we have made significant and meaningful progress, we still have not fully engaged the vast capabilities of the 18,000 agencies and 800,000 officers of the state, local, and tribal law enforcement community. It is essential that all law enforcement officers realize and understand that no matter where they serve—urban police department or rural sheriff’s agency—they play a critical role in our nation’s homeland security efforts. They are the ones who will provide the information to a fusion center that, when appropriately analyzed, could lead to the interdiction of a plot and the prevention of a tragedy.

The IACP is leading the effort to accomplish this through the Nationwide SAR Initiative (NSI) with a training program we call SLT 101—a primer for police executives on information sharing including fusion centers and suspicious activity reporting, among others. We will be conducting 10 national training sessions geared towards mid-sized and smaller agencies.

Another initiative that the IACP has been fully involved in is the national data exchange or N-DEX. As you know, N-DEX is a nationally scaled information sharing system that is part of the FBI Criminal Justice Information Services (CJIS) systems. It is governed by representatives that make up the stakeholders, including IACP. It is offered without cost to United States law enforcement. N-DEX serves as a repository of incident and offense reports, probation and parole information, and correctional data.

What all of these efforts demonstrate is that only by fully embracing the need for information and intelligence sharing can we overcome the barriers that have hindered our past efforts and ensure that our agencies and our offices have the information they need to protect our citizens from harm. We must be involved in this essential collection. The risk of not sharing is far greater than any perceived risk about participation.

It is clear that we have made tremendous strides since that horrible Tuesday morning 10 years ago. Our communities are safer; our officers are better trained and better equipped. We, as a profession, have made substantial progress in ensuring that functions of intelligence and information sharing are woven into the daily fabric of state, local, and tribal law enforcement agencies. But we must not rest. The threats we face are ever-evolving, and terrorist organizations are constantly searching for weaknesses to exploit and targets to attack.

The challenges we face are daunting, but they also highlight the enduring lesson of the 9/11 attacks. Working together we will prevail. This is the legacy that must continue.
FIGHT CRIME WITH ON-DEMAND INFORMATION.

Fighting crime is tough work. Being tethered to a desk or squad car only makes it tougher. That’s why Verizon technology enables you to connect to national criminal databases right from the field—so you don’t need a desk or dashboard to access ID resources. With a suite of public safety solutions and unmatched network coverage and reliability, Verizon keeps your forces on the street—so they can keep crime off it.

verizonwireless.com/publicsafety
IACP Supports Bill to Combat Child Pornography

By Meredith Ward, Manager, Legislative and Media Affairs, IACP

The IACP recently announced its support for H.R. 1981, the Protecting Children from Internet Pornographers Act of 2011. The legislation, sponsored by Representative Lamar Smith (R-TX) and Representative Debbie Wasserman-Schultz (D-FL), seeks to significantly enhance the ability of state, local, and federal law enforcement to investigate and prosecute those who engage in child pornography and exploitation crimes.

Specifically, the legislation does the following:

- It prohibits someone from conducting a financial transaction knowing that such transaction will facilitate access to child pornography. The offense is punishable by up to 10 years in prison.
- It requires Internet Service Providers to retain for 18 months Internet Protocol (IP) addresses it assigns to customer accounts. The provision exempts wireless IP address assignment from the retention requirement.
- It authorizes the U.S. Marshals Service (USMS) to issue administrative subpoenas in investigations of unregistered sex offenders. The USMS is the primary federal agency charged with apprehending criminal fugitives, including those who have absconded from state criminal charges. Under the Adam Walsh Act, the USMS also was put in charge of apprehending sex offenders, including those who molest children and who have failed to register under state or federal registration laws.
- It expands protection of minor victims and witnesses from harassment or intimidation and provides additional protections to children victims and witnesses, including penalties for harassing or intimidating a witness.
- It directs the U.S. Sentencing Commission to review and amend federal sentencing guidelines and policy statements to ensure that such guidelines provide an additional penalty for sex trafficking of children and other child abuse crimes.
- It increases the maximum penalty from 10 years to 20 years for child pornography offenses involving prepubescent minors or minors under the age of 12.
- Of particular interest to the law enforcement community is the retention of network addresses by electronic communication services or remote computing services for 18 months. While the retention of records by communication service providers is vital to secure valuable evidence and produce investigative leads, this legislation will help address the changing face of investigations in the evolving technological world.

The legislation passed the House of Representatives Committee on the Judiciary in late July and currently has bipartisan support with 25 cosponsors.

IACP Opposes National Conceal Carry Bill

The IACP recently expressed strong opposition to H.R. 822, the National Right-to-Carry Reciprocity Act of 2011. H.R. 822, sponsored by Representative Cliff Stearns (R-FL), would weaken existing state laws by allowing an individual to carry concealed firearms when visiting another state or the District of Columbia as long as the individual is entitled to carry concealed firearms pursuant to the laws of the individual’s home state.

In a letter to Congress, IACP President Mark A. Marshall, Chief of the Smithfield, Virginia, Police Department, said, “It is the IACP’s belief that H.R. 822 would severely undermine state concealed carry licensing systems by allowing out-of-state visitors to carry concealed firearms even if those visitors have not met the standards for carrying a concealed weapon in the state they are visiting.”

For example, some states require a person to show that they know how to use a firearm or meet minimum training standards before obtaining a concealed carry license. These states would be forced to allow out-of-state visitors to carry concealed weapons even if they do not meet that state’s concealed licensing standards.

It is the IACP’s belief that states and localities should have the right to determine who is eligible to carry firearms in their communities. It is essential that state, local, and tribal governments maintain the ability to legislate concealed carry laws that best fit the needs of their communities—private citizens as well as active and former law enforcement personnel.

The bill currently has an astounding 242 cosponsors and it being considered in the House Committee on the Judiciary.

Legislative Briefing

The 118th Annual IACP Conference will be held in Chicago, Illinois, October 22–26. The membership-wide Legislative Briefing will be held on Saturday, October 22, from 10:00 a.m. to 11:00 a.m. in McCormick Place West W181C. During this briefing, members will be updated on pertinent legislation and resolutions and will have the opportunity to ask questions.

For more information, please contact Meredith Ward, Manager, Legislative and Media Affairs, at WardM@theiacp.org.
LOOK FOR US wherever vital services are delivered in the community.

Our ONESolution helps public safety and justice agencies, city and county governments, non-profit organizations, and state and federal agencies improve the quality of life for the citizens they serve. www.sungard.com/missioncritical

www.sungardps.com/onesolution • 866.965.PSEC

WHEREVER THE MISSION IS CRITICAL

SUNGARD®

Availability Services • Financial Systems • Higher Education • Public Sector

© 2011 SunGard, all rights reserved. Trademark information: SunGard and the SunGard logo are trademarks or registered trademarks of SunGard Data Systems Inc. or its subsidiaries in the U.S. and other countries. Any references to ONESolution products or product roadmaps in not a commitment of legal obligation to deliver any of the described features or functionality described herein.
For the fifth consecutive year, the board and staff of the IACP Foundation are proud to honor the service and sacrifice of law enforcement’s finest by providing continuing education assistance through the Survivors’ Education Law Enforcement Trust (SELECT) Scholarship program, which provides scholarship funding for the dependant family members of law enforcement officers fallen or permanently disabled in the line of duty.

It is a privilege for the Foundation, the patrons of its scholarships, and the many donors who support the Foundation’s good work to recognize the following recipients of the following 2011–2012 SELECT Scholarships.

The IACP Foundation Scholarship

As a result of a significant, anonymous donation, the IACP Foundation offers a scholarship that provides for assistance with tuition and fees in the amount of $2,500 annually to a successful applicant.

Ms. Erin Hunter, attending Texas Christian University, Fort Worth, Texas.

Erin’s father, Sergeant Gregory Lei Hunter, had served with the Grand Prairie, Texas, Police Department for more than 29 years when he was shot and killed in the line of duty while he and another officer investigated a suspicious vehicle at a local store.

Store employees had called police after noticing that a van had been parked in the parking lot all night long with its engine running. When the first officer arrived, he found all doors locked with no response from anyone inside the van. The officer requested that his supervisor, Sergeant Hunter, respond to the scene, and they made contact with the suspect, who initially gave a false name and became evasive.

The other officer went to the passenger doors to block a possible escape route. At this time, the suspect suddenly opened fire with a .45 caliber handgun, fatally wounding Sergeant Hunter. The other officer immediately went around to Sergeant Hunter’s location and called for assistance. The subject then began firing at that officer, striking him twice in areas not protected by his vest. Despite being wounded, the officer was able to return fire and killed the suspect.

Erin is a third-year nursing student working towards her bachelor’s degree, specializing in pediatric cardiology and intensive care. Becoming a nurse is not just a job for her; it is a personal choice she made years ago based on her own experience as a lifelong heart patient. She wants to return the compassion and care that she has received during her many years of treatment to other families.

Erin’s father was the first African American police officer to serve with the Grand Prairie Police Department, and she is proud that he demonstrated the ability to balance a dedication to duty with his commitment to his family as a provider, a father, and a husband. She describes him as a “gentle giant” and a man of great faith, who became an example for her to live confidently and follow her calling.

Chief Dave Cameron Memorial Scholarship

Through his professionalism, dedication, and personality, Chief Cameron influenced law enforcement throughout his career as well as during his tenure on the IACP Executive Committee. IACP Executive Director Dan Rosenblatt and his wife, Lonie Hassel, chose to demonstrate their support of the IACP Foundation and the SELECT program by permanently endowing this scholarship, which provides a $1,000 award to one recipient annually.
Mike knows that he has become the person he is today through the support and love of his friends and family and because there was an expectation placed upon him to work hard and succeed. Mike said in his scholarship essay, “I saw in my father’s strength and what it means to be a leader,” and he has clearly demonstrated both qualities.

Charles and Claire Blauer Scholarship

Endowed by the Blauer family of Blauer Manufacturing Company Incorporated in honor of their parents Charles and Claire Blauer, this scholarship provides a $1,000 award to one recipient annually.

Brennan Zotovich, attending Rocky Mountain College, Billings, Montana.

Melissa Boals-Zotovich served as a Police Officer for the city of Fullerton, California, and, in December 1983, responded to a report of a traffic crash with injuries. Upon her arrival, she observed a one-vehicle crash involving a truck that had collided with a building. This truck was found to contain pesticides. Officer Boals-Zotovich secured the area and requested response from the HAZMAT Team, but she was exposed to the area for several hours while the scene was treated and cleared.

The following evening, Officer Boals-Zotovich fell ill and was diagnosed with pneumonia, from which she recovered and returned to work. One week after returning to her patrol duty, she was dispatched to another HAZMAT scene involving a spill of cyanide. Upon her arrival, she assisted in evacuating the area, which was largely residential. Shortly after this second exposure, Officer Zotovich developed additional lung problems and was again diagnosed with pneumonia.

Over the course of the next five years, Officer Zotovich struggled with recurring, repeated respiratory issues. It was ultimately determined that her illness was the result of the chemical exposures encountered in the line of duty. She was medically retired from the police department on an industrial disability.

Brennan will be attending the prestigious biology premedical program at Rocky Mountain College, helping to fulfill a dream that began for him shortly after high school. He discovered a passion for medicine early in his college career and feels that becoming a doctor will provide a means for him to realize his personal goals of being a good provider, saving lives, and serving his faith.

Brennan says of his mother’s law enforcement service, “She is strong, powerful, and independent . . . and has taught me discipline and how to be strong. Being a police officer changed my mother’s life, and it played a part in defining mine.”

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

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

DOGS

• Drug Detector Dogs (four odors)
• Explosive Detector Dogs (eight odors)
• Import Police Certified Dogs
• Arson, Mine-Finding and Tracker Dogs

Additionally, Global offers:
- Dog and Certification of Team
- Annual Evaluations/Certifications
- Supervisor and Trainer Courses
- Many Types and Services Available

Global Training Academy, Inc.
P.O. Box 445
Somerset, TX 78069
210/622-9460 (primary)
210/680-9068 (alternate)
830/429-3122 (fax)
800/777-5984 (toll free)

In business since 1984.
Texas License C-4522
Existent Circumstances: What Is That?

On May 16, 2011, the United States Supreme Court clarified the standard for the “existent circumstances” exception to the Fourth Amendment. Specifically, the court held that “the existent circumstances rule applies when the police do not gain entry to premises by means of an actual or threatened violation of the Fourth Amendment.”

The Fourth Amendment establishes two requirements: (1) all searches and seizures must be reasonable; and (2) a warrant may not be issued unless probable cause is properly established and the scope of the authorized search is set out with particularity. The court has established certain reasonable exceptions to the warrant requirement, including the “existent circumstances” exception that applies when “the exigencies of the situation make the needs of law enforcement so compelling that a warrantless search is objectively reasonable under the Fourth Amendment.”

In King, the Kentucky Supreme Court announced a two-part test: (1) police cannot “deliberately create the existent circumstances with the bad faith intent to avoid the warrant requirement”; and (2) even absent bad faith, police may not rely on existent circumstances if “it was reasonably foreseeable that the investigative tactics employed by the police would create the existent circumstances.”

Some courts hold that police officers may not rely on an exigency if “it was reasonably foreseeable that the investigative tactics employed by the police would create the existent circumstances.” Courts that apply this test invalidate warrantless searches of homes if it was reasonably foreseeable to the police officers that the act of knocking on the door and announcing their presence would cause the drug suspect to attempt to destroy evidence. The U.S. Supreme Court found, however, that application of this test would interject an unacceptable degree of unpredictability into law enforcement.
Other courts, when applying the “police-created exigency” doctrine, fault officers who do not seek a warrant once they have sufficient evidence to establish probable cause to search a residence but rather knock on the door and attempt to speak with the occupant or obtain consent to search. The court, however, found that this approach “unjustifiably interferes with legitimate law enforcement strategies.” The court further stated that “[l]aw enforcement officers are under no constitutional duty to call a halt to a criminal investigation the moment they have the minimum evidence to establish probable cause.”

In King, the respondents also argued that the officers, through their tone of voice and the forcefulness of their knocks, impermissibly created an exigency by “[engaging] in conduct that would cause a reasonable person to believe that entry is imminent and inevitable.” The U.S. Supreme Court found that such a rule would make it extremely difficult for officers to determine exactly how hard they should knock or how loudly to announce their presence. Likewise, courts would find it nearly impossible to determine whether officers crossed a threshold.

For argument purposes, the U.S. Supreme Court assumed that an exigency existed in King and focused on the question before it: “Under what circumstances do police impermissibly create an exigency?” The court held that respondents provided no evidence that “the officers either violated the Fourth Amendment or threatened to do so prior to the point when they entered the apartment.” The court reasoned that the officers’ actions of banging loudly on the door and announcing either “this is the police” or “police, police, police” was consistent with the Fourth Amendment.

The court concluded that “[b]ecause the officers in this case did not violate or threaten to violate the Fourth Amendment prior to the exigency, we hold that the exigency justified the warrantless search of the apartment.” By clarifying the “exigent circumstances” rule—particularly, the need to prevent the destruction of evidence—the U.S. Supreme Court has provided law enforcement agencies with clearer guidelines for the proper execution of warrantless searches under these circumstances.

The U.S. Supreme Court makes it clear that if officers knock or bang on a door and announce their presence and then become aware of sounds indicating the likelihood that evidence is in the process of being destroyed, those officers may enter the home without a warrant to prevent the destruction of such evidence. What is not permissible, however, is for law enforcement officers to bang on a door and immediately demand entrance to a home and threaten to break down the door if such entrance is not granted. The U.S. Supreme Court stated unequivocally that if law enforcement officers behave in this manner, it will constitute an actual or threatened violation of Fourth Amendment rights and is therefore impermissible.

Notes:

2. Id. at 1862.
6. Id. at 1855, citing King v. Commonwealth, 302 S.W.3d at 655 (Ky. 2010).
7. King, at 1858.
11. King, at 1863.
12. Id. at 1862–1863.
13. Id. at 1863.

To aid in the prevention of prescription drug abuse and diversion

FREE Professional Educational Programs
Presented by Experienced Former Officers

The Purdue Pharma Law Enforcement Liaison and Education Unit is staffed by retired law enforcement officials and offers...

Training – Topics include preventing and investigating all types of prescription drug diversion.

Placebos – For “reverse sting” undercover operations. Identical to real controlled substances manufactured by Purdue Pharma, but contain no controlled substances. Their use is restricted to criminal investigations.

Educational Materials – For example: drug ID cards with full-color, actual-size photographs of the most commonly abused prescription drugs.

Anti-Crime Program – RxPATROL®
(Rx Pattern Analysis Tracking Robberies and Other Losses) is a website designed to assist law enforcement efforts to apprehend and prosecute pharmacy robbers and scammers, as well as to help protect pharmacies. www.rxpatrol.org

All of these programs are provided at no cost. Our goal is to help keep prescription drugs out of the hands of criminals, in order to ensure that they are available for patients with real medical needs.
While maritime piracy has existed for hundreds of years, the current criminal situation off the coast of Somalia has escalated dramatically. In 2010, pirates attacked more than 200 commercial and private vessels and obtained an estimated $240 million in ransom payments from hijackings. In February, pirates shot and killed four American hostages. These startling facts highlight the need for an aggressive military and law enforcement response to deter and prosecute acts of violence on the high seas.

U.S. Naval Criminal Investigative Service (NCIS) special agents have served as a law enforcement presence aboard U.S. Navy vessels for decades; however, the idea of sending NCIS agents to support the interdiction and investigation of international crimes, such as piracy, is a new concept. Following a request for support from the U.S. Navy in 2008, NCIS developed the Counterpiracy Investigations and Operations Program to provide law enforcement expertise in support of naval forces on the front lines of counterpiracy efforts.

NCIS special agents have assisted in dozens of suspect vessel interdictions. They have interrogated detained piracy suspects for prosecution in Kenyan courts as well as in U.S. federal court. NCIS special agents have also processed a number of piracy incident crime scenes and provided a significant amount of high-value intelligence to both police and military officials regarding piracy personnel, activities, techniques, and tactics. This specialized support to maritime law enforcement remains one of the few ways in which criminal investigators are actively working aboard deployed military vessels assigned to counterpiracy operations.

NCIS support to counterpiracy is not limited to the maritime domain; NCIS special agents and intelligence analysts have worked closely with counterparts at the U.S. Naval Forces Central Command in Bahrain and within the Office of Naval Intelligence in Washington, D.C., to share essential intelligence information obtained by NCIS agents. Moreover, NCIS personnel around the world have provided information and expertise to U.S. and foreign law enforcement counterparts in support of criminal investigations and operations targeting land-based piracy networks. One of the most successful efforts is the Released Vessel Debriefer Program, in which NCIS special agents debrief crew members at their next port of call once a hostage vessel is released from pirate control. Although not all vessels have been made available by their owners or flag countries, NCIS has conducted debriefs of crews from 33 different pirated vessels since 2008.

For centuries, piracy was treated as a matter for naval forces to handle, often with force or with summary execution. The modern world, however, calls for modern ways of investigating the crime of maritime piracy. NCIS special agents investigating piracy incidents realized traditional investigation methods required some adapting for maritime deployment. New techniques were developed for processing piracy crime scenes, from the largest commercial vessels docked in port to the confined spaces of a lifeboat being towed by a naval vessel. Tactical techniques and methods were revised for operating safely in skiffs, small boats, and commercial vessels, some of which still contained hostile parties.

Additionally, NCIS special agents developed expertise in applying forensic capabilities to maritime piracy investigations. Just as a burglary crime scene has certain trademarks that differ from those of a death scene, piracy-related crime scenes have particular characteristics and evidence that must be documented to help ensure successful investigation and prosecution. Biometrics collection capabilities also have been used in the investigation of piracy operations and organizations. NCIS personnel have collected biometric information, either by manual means (e.g., fingerprint cards and DNA swabs) or with digital biometric devices. Data are then added to the Department of Defense Automated Biometric Identification System and searched against the FBI’s Integrated Automated Fingerprint Identification System. After every crime scene investigation, NCIS special agents, forensic experts, and support staff examine the lessons learned to further develop expertise in processing piracy-related crime scenes.

Before even starting an investigation, most law enforcement personnel know which legal authority will have jurisdiction, and they will keep in mind the relevant statutes and procedures as they prepare their case. Piracy investigations, however, often face a far different reality, one in which the country receiving the suspects may not be identified at the onset of the investigation. Agents often process crime scenes, interview witnesses, and interrogate suspected pirates without the prosecutorial venue having been identified. With such uncertainty, it has become vital to develop a standard set of investigative procedures to ensure that any case can be prosecuted in almost any country in the world.

NCIS regularly partners with law enforcement agencies throughout the world and has provided criminal intelligence; investigative best practices; and, in some cases, investigative support to numerous counterpart agencies. NCIS also has increased its information sharing related to piracy with EUROPOL and INTERPOL. NCIS has actively worked to provide training, guidance, and information to assist international military and law enforcement partners in their counterpiracy efforts. To further this goal, NCIS helped create The Guide for Investigating Acts of Maritime Piracy, a compilation of the collective expertise developed by special agents and numerous counterpart law enforcement organizations engaged in counterpiracy investigations. This document is intended only for law enforcement audiences, and copies can be obtained by writing to NCIS or by requesting a copy at the NCIS exhibit booth during the annual IACP conference. From outlining the laws of piracy and establishing operational guidelines to highlighting piracy-specific forensic techniques, this handbook is a comprehensive resource for all law enforcement organizations engaged in counterpiracy investigations.

This year, at the 118th Annual IACP Conference in Chicago, NCIS will host a workshop on investigating and prosecuting acts of maritime piracy. The workshop will provide a forum for sharing information and discussing best practices in order to improve law enforcement’s ability to effectively respond to, investigate, and counter piracy.

For copies of The Guide, please contact NCIS at ncispublicaffairs@ncis.navy.mil.
Xaver 400 provides 2D life-saving situational awareness to tactical operators to locate moving and stationary objects thru solid walls made of reinforced concrete, adobe, stucco, cinder blocks, masonry, wood, drywall, stone, etc. Xaver 400 can be used in direct contract with wall or standoff mode away from wall.

Ideal for hostage rescue, barricaded suspect, high risk warrants, and search and rescue operations.

Sales and Service Contact:
1-800-964-7872
securityservice@mistralsecurityinc.com
www.mistralsecurityinc.com

Mistral Security Inc.
Bridging the Gap Between Technology and Requirements
The IACP’s Center for Police Leadership and Training initiated a new international training program for Iraqi National Police under a grant awarded by the Department of State, Bureau of International Narcotics and Law Enforcement Affairs, Iraq Division. This three-year grant provides for 120 Iraqi executives to participate in classroom, field and hands-on training in the United States, with American state, local and federal law enforcement agencies. IACP is partnering with departments nationwide to deliver the program. The Iraqi Police Education Program (IPEP) includes rotations to and training with American officers and a mutual learning experience for the American and Iraqi officers. In July of 2011, the IPEP successfully conducted the first of twelve rotations and would like to acknowledge the contributions of our July partner agencies.

FBI New York Field Office
Special Agent James T. Screen
Special Agent Timothy Chapman

Vermont State Police
Colonel Thomas L’Esperance
Major William Sheets
Captain Robert Evans

U.S. Coast Guard, Station Burlington
Sr. Chief Louis Coleman

U.S. Border Patrol, Swanton Sector
Chief Patrol Agent John C. Pfeifer

U.S. Customs and Border Protection
Port Director Kevin S. Coy

Pittsburgh, PA Bureau of Police
Chief Nathan E. Harper
Lt. Dan Herrmann
PIO Diane Richard

Beaver, PA Police Department
Chief Daniel L. Madgar

Colorado Association of Chiefs of Police
Executive Director Karen Renshaw
Chief Heather Coogan
Chief Daniel J. Oates
Chief Wendy Rich-Goldschmidt
Chief Rick D. Brandt
Chief Daniel Brennan
Chief Don Christensen
Chief Dwight Hemminger
Chief Joseph Morris
Chief Robert L. Ticer

The IACP Center for Police Leadership and Training invites you to join them at two presentations during the 118th Annual IACP Conference in Chicago, Illinois:

Saturday, October 22, 2011
10:00 am – 12:00 pm
Fostering Democratic Policing Through International Training and Education Programs

Monday, October 24, 2011
1:00 pm – 3:00 pm
Leadership in Police OrganizationsSM: Developing Current and Future Leaders with Local Resources

For more information about the Leadership in Police Organizations (LPO)SM program or for more information about any of IACP’s leadership programs, contact Project Manager Jennifer Porter at porter@theiacp.org or 1-800-THE-IACP, Ext. 366.
<table>
<thead>
<tr>
<th>State</th>
<th>City/Department/Institution</th>
<th>Course/Training</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Georgia</td>
<td>Peachtree City Police Department</td>
<td>Internal Affairs: Legal and Operational Issues</td>
<td>September 19 – 21, 2011</td>
</tr>
<tr>
<td></td>
<td>Peachtree City Police Department</td>
<td>First-Line Supervision</td>
<td>October 4 – 6, 2011</td>
</tr>
<tr>
<td></td>
<td>Peachtree City Police Department</td>
<td>SWAT Supervision &amp; Management</td>
<td>October 24 – 28, 2011</td>
</tr>
<tr>
<td></td>
<td>Peachtree City Police Department</td>
<td>Advanced Supervision Skills</td>
<td>November 15 – 17, 2011</td>
</tr>
<tr>
<td>Illinois</td>
<td>Aurora Police Department</td>
<td>Internal Affairs: Legal and Operational Issues</td>
<td>September 26 – 28, 2011</td>
</tr>
<tr>
<td>New Jersey</td>
<td>Rutgers University Police Department, New Brunswick</td>
<td>Comprehensive Crime Scene Investigation</td>
<td>October 3 – 4, 2011</td>
</tr>
<tr>
<td></td>
<td>Monmouth County Police Academy</td>
<td>Grants 101: Making Dollars and Sense</td>
<td>December 5 – 6, 2011</td>
</tr>
<tr>
<td>Oregon</td>
<td>Medford Fire-Rescue</td>
<td>Leadership in Public Safety Organizations (LPSO)SM</td>
<td>Week 1: December 5 – 9, 2011</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Week 2: January 9 – 13, 2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Week 3: February 13 – 17, 2012</td>
</tr>
<tr>
<td>Texas</td>
<td>Arlington Police Department</td>
<td>SWAT Supervision &amp; Management</td>
<td>November 7 – 11, 2011</td>
</tr>
<tr>
<td></td>
<td>City of Dallas</td>
<td>Constructing Police Facilities</td>
<td>November 9 – 11, 2011</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>Sheboygan County Sheriff’s Department</td>
<td>Leadership in Police Organizations (LPO)SM</td>
<td>Week 1: October 10 – 14, 2011</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Week 2: November 7 – 11, 2011</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Week 3: December 5 – 9, 2011</td>
</tr>
<tr>
<td>Vermont</td>
<td>Vermont Criminal Justice Training Council, Pittsford</td>
<td>Leadership in Police Organizations (LPO)SM</td>
<td>Week 1: September 26 – 30, 2011</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Week 2: October 10 – 14, 2011</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Week 3: December 12 – 16, 2011</td>
</tr>
<tr>
<td>Virginia</td>
<td>Stafford County Sheriff’s Office</td>
<td>SWAT Supervision &amp; Management</td>
<td>September 19 - 23, 2011</td>
</tr>
<tr>
<td>Minnesota</td>
<td>Minnesota State Patrol, St. Paul</td>
<td>Leadership in Police Organizations (LPO)SM</td>
<td>Week 1: December 5 – 9, 2011</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Week 2: January 9 – 13, 2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Week 3: January 30 – February 3, 2012</td>
</tr>
</tbody>
</table>

To obtain more information or to register for any of the above courses, please visit our website at http://www.theiacp.org/training, or call 1-800-THE-IACP, Ext. 261.
Costs with On-Site Analysis
Fort Lauderdale, Florida, Lowers Fleet
showing oxidation, metal wear, contamination,
can access comprehensive diagnostic analysis
equipment. In 12 minutes or fewer, operators
“By then, we’d already released the vehicles and
results posed significant logistical drawbacks.
years, Rencher, who oversees a fleet of more than
operations and maintenance costs.”
real-time diagnosis and repair, minimizing
vehicle and crew downtime, and extending oil
and vehicle life.
“On-site oil analysis helps us get most repairs
done within 48 hours in a typical preventive
maintenance (PM) cycle,” said Rencher. “Our
completion-to-schedule ratio for fleet PMs is 99.7
percent, and our fleet availability is 97 percent or
better at any given time. Because we are able
to deal with most issues at the point of detection
rather than having to schedule a callback for
corrective service; on-site analysis lowers our
operations and maintenance costs.”
While Fort Lauderdale’s Fleet Services
Department had used off-site fluid analysis for
years, Rencher, who oversees a fleet of more than
1,500 vehicles and is part of the city’s energy-
efficiency teams, realized that the delay in receiv-
ing results posed significant logistical drawbacks.
“We could no longer afford to wait days for
the results of off-site oil analysis,” Rencher said.
“By then, we’d already released the vehicles and
would have to call them back for any needed
repair, doubling vehicle and crew downtime.”
Real-time, on-site analysis is now eliminating
the wait and the costly sampling with easy-to-use
equipment. In 12 minutes or fewer, operators
can access comprehensive diagnostic analysis
showing oxidation, metal wear, contamination,
and other specifics before equipment loss and
downtime become catastrophic. Fleet managers
can repair their equipment faster and return it to
service more cost effectively than with the off-site
analysis system.
For more information, visit http://

MapScenes Provides Seamless Evidence Mapping in Flint, Michigan
Investigators in the Flint, Michigan, Traffic
Division stay busy measuring and mapping
crime scenes, since the crime rate in Flint is
routinely high.
“We might have 10–20 critical crash scenes a
year, but 50–100 critical scenes involving
assault crimes where we are actually measuring
a scene,” said Sergeant Dave Foryster, a traffic
division member.
Foryster maps and diagrams the most
extensive scenes. He uses a Sokkia SRX5 fully
robust, single-operator total station with Archer
Field PC, MapScenes Evidence Recorder Version
7.0; and MapScenes Forensic CAD software. This
small but powerful arsenal of tools is ideal for
the variety of crime scenes Foryster maps, which
includes bullet casings from shootings; blood
spatter; blood pools; bullet trajectories; bodies;
and holes in walls, car doors, or inside houses or
buildings, among other evidence.
The Sokkia total station reduces the amount
of human work necessary; it can quickly shoot a
scene of almost 1,500 feet and requires just one
operator. Once the total station maps a scene, the
Archer Field PC measures the evidence points
and sends them to the MapScenes Evidence
Recorder attached to the total station. Finally, the
points are loaded into the MapScenes Forensic
CAD diagramming software, usually in 3-D, to
depict compelling scene details.
“I can shoot 500 points in the time it would
take two people to shoot 200 points and make a
move,” said Foryster. “[And with the drawing
program,] you can really do some great things to
show different surfaces and how bullets traveled
through them or how they may have affected a
crime scene.”

For more information, visit http://

TerraGo Technologies Promotes Critical Information Sharing among Dallas Officers
Communicating current location information
to patrol officers is usually a challenge, and
the effort becomes even greater during massive
special events and unforeseen emergencies.
A good example of this challenge in action
happened in Dallas, Texas. In addition to hosting
the Dallas Mavericks’ 2011 NBA Championship
parade, Dallas also was home to the 2011 Super
Bowl and the NBA All-Star Game in 2010. Dallas
does annually host the State Fair of Texas—the
largest in the U.S. by annual attendance—attrac-
ing nearly three million people in 2010.
Maps and imagery are among the most
critical information distributed and shared
together the Dallas Police Department when
managing these events. Situational awareness
enables officers to reach an incident location
as quickly as possible, which could ultimately
result in preventing a crime, apprehending a
lawbreaker, or saving a life during an emer-
gency incident.
The Dallas Police Department partnered
with TerraGo Technologies to better leverage the
data available in the city’s enterprise geographic
information system to quickly put customized
maps in the hands of each officer, without having
to train the officers on the source system.
Producing GeoPDF maps electronically significantly
shortens the update cycle to give officers more
current, accurate data when covering an event or
responding to an incident.
The benefits were immediately appar-
et—near real-time situational awareness
that enhanced response and public safety. The
geospatial collaboration software also proved
invaluable when the force was deployed to assist
in hurricane-impacted areas outside of Dallas.
“GeoPDF maps enabled the Dallas Police
Department’s geographic information system to
provide command centers and patrols alike easy
access and a way to share needed information
from traffic management routes to offense
locations, as well as overviews of hotels, arenas,
hospitals, and other key infrastructure, to help manage
even the largest challenges,” said Dallas Police
Department Senior Corporal John W. Carr.
For more information, visit http://
To see videos of actual arrests:

www.CopperTheft.info

Or call: 877-206-5800

“I have made over 150 arrests working with this system. It is the best I have seen.”

Officer John Greene, Detroit Police Dept.
Police K-9 Magazine’s 2010 Officer of the Year

The Videofied MotionViewer™ detects intruders and sends a 10 second video clip of the incident over the cell network for immediate response - and arrests. Videofied is cost-effective physical security that has made hundreds of arrests protecting remote substations, storage yards, and construction sites. Instead of a recording of yesterday’s break-in, Videofied immediately sends a video of the intruder. Police are dispatched and give priority response to a crime-in-progress.

Cordless Video Security

> No AC power needed
> Totally wireless operation
> Instant installation
> All Weather
> From -20F to 140F
> Operates for years on a set of batteries
10 Years after 9/11: Lessons Learned by the New York City Police Department

By Raymond W. Kelly, Police Commissioner, City of New York

Since 9/11, terrorists have targeted New York City 13 times with plots against the New York Stock Exchange, Citigroup headquarters, the Brooklyn Bridge, John F. Kennedy International Airport, Times Square, New York’s Ground Zero, the subway system, major synagogues, and other sites. The most important lesson the New York City Police Department (NYPD) has learned during the past 10 years is the most obvious one: New York City, the world’s financial and communications capital, remains in the crosshairs of global terrorism.

The threat we face today is extremely complex. It is homegrown, and it is international. It involves informal networks of aspiring radicals, as well as organized entities with funds, training camps, and media savvy. We have to guard against all of it.

While the death of Osama bin Laden was a welcome milestone, it certainly does not spell the end of al Qaeda. We have to assume that among bin Laden’s disciples are those who would like nothing better than to avenge his death by striking New York again. Indeed, they have been targeting us persistently since 9/11, plotting to bomb the Port Authority Trans-Hudson (PATH) commuter train tunnels between New York and New Jersey and the retaining wall at Ground Zero, to release cyanide gas in the subway system, and to bomb three subway trains in Manhattan.1

We are equally concerned about homegrown attacks. Six of the thirteen plots against us since 9/11 have involved citizens or residents of the United States. We made arrests in the most recent case 10 days after bin Laden’s death. On May 11, 2011, the NYPD Intelligence Division arrested two Queens, New York, residents who had conspired to bomb a synagogue in...
Manhattan. They had also expressed interest in bombing the Empire State Building. Ahmed Ferhani and Mohammed Mehdi Mamdouh were taken into custody after Ferhani purchased two Browning semi-automatic pistols, a Smith and Wesson handgun, ammunition, and a hand grenade from undercover officers. Just before he was apprehended, Ferhani said he wanted to obtain more handguns, silencers, and a box of grenades, as well as bullet-resistant vests and police radios.

The NYPD has attempted to build the kind of deterrent needed to defeat both homegrown threats and those that originate abroad. At the same time, our police officers have not relented in their fight against crime, which has fallen every year since 2001 and by nearly 40 percent overall. Because of budget cuts after 9/11 and the recent financial crisis, we have been operating with 6,000 fewer officers than we had in 2001. We are fighting both crime and terrorism at a time when our resources are fewer than they have been in a very long time. Every aspect of our counterterrorism program reflects this reality.

In January 2002, we became the first police department in the country to develop our own counterterrorism bureau. We established a division within this bureau responsible for training and equipping every one of our 35,000 police officers for counterterrorism duties.

We also restructured our intelligence division, which prior to 9/11 was mainly
NYPD detectives serving in New York City’s region’s private security industry, sharing language and training through a program called NYPD Shield. Under another initiative, Operation Nexus, detectives make thousands of visits to the types of businesses that might be exploited by terrorists: truck rental outfits, fertilizer stores, and chemical supply companies. We ask employees of these businesses to contact us if they see anything unusual or anything that gives them pause.

We also partner with the private sector to secure areas of the city known to be coveted by terrorists. Through our Lower and Midtown Manhattan Security Initiatives, private companies have given us access to the feeds from their surveillance cameras. Combined with our own network of public cameras, we have detailed coverage of street activity in Manhattan south of Canal Street and from 30th Street to 60th Street. The cameras operate on a single, centralized network. This makes it possible for us to scan recorded footage for specific objects and colors. If we are looking for a man in a red jacket, we can call up all the red jackets filmed in the last 30 days. We can also program the system to alert us to potentially suspicious scenarios: a bag left unattended, a car driving against the flow of traffic, or a person walking through a restricted area. We can view the footage from any camera remotely from our coordination center. This center is staffed 24 hours a day by police officers and representatives from our private and public sector partners. It also serves as the integration point not only for video but for a variety of data sources, including license plate readers and radiation detectors.

Across the city, we have distributed more than 2,500 radiation pagers to patrol officers. We also have highly sensitive detection equipment on the boats we use to patrol New York Harbor and in police vehicles. Our officers use a truck-based radiation sensor capable of detecting not only the presence of alpha and gamma radiation but also the particular isotope in a passing car.

Every day, based on the intelligence, we deploy teams of heavily armed officers to make sudden, unannounced visits to iconic locations. We are constantly looking to disrupt surveillance to let any would-be terrorist know that the police are watching all the
Tap In to the Future of Crime Prevention

Information Builders’ Law Enforcement Analytics (LEA) is an intelligence-led, predictive policing solution that empowers agencies to make fast, accurate predictions about crime activity.

Download our Predictive Policing white paper to see how LEA harnesses the power of predictive modeling to aid in proactive crime fighting. It allows officers to easily distinguish patterns that indicate possible criminal behavior, which leads to the more efficient use of resources and reduced crime levels.

“Information Builders’ dashboard and predictive analytics software allows staff at every level of the police department to deal with facts in real time. We are better equipped to optimally assign officers to response areas with the highest likelihood of criminal activity, resulting in reduced crime and lower operating costs.”

Rodney Monroe
Police Chief
Charlotte-Mecklenburg PD

For questions or more information call (800) 969-4636.

Download this valuable paper now:
informationbuilders.com/go/predictive
time, everywhere. We stage a daily surge of as many as 100 patrol cars that proceed in formation and with lights flashing to a pre-arranged location.

We also place particular emphasis on the subway system. Five million New Yorkers use the subways every day. Protecting this system is one of our top priorities and greatest challenges. This is because the entire system is designed to be open. Its very strengths as a mass transit system leave it vulnerable to attack.

After the bombing of the London transit system in 2005, we began searching the bags and backpacks of subway passengers. We also inspect all 14 underwater subway tunnels daily. We have heightened uniformed patrols underground, and we conduct regular security sweeps of subway cars.

These are some of the tools we are using to keep pace with the evolving threat of terrorism. The philosophy behind them is simple. We have to develop the best intelligence available, expand our partnerships, and take protective measures to defeat whatever our enemies might be planning next.

Fortunately for local U.S. law enforcement agencies, there are encouraging signs of support from all three branches of federal government—the judicial, the executive, and the legislative—for the growing responsibility borne by municipalities in defending the United States. This could not come at a better time, with police departments across the nation contending with difficult budget cuts and the necessity of doing more with less.

One example is a precedent-setting legal decision rendered in 2010 by the United States Court of Appeals for the Second Circuit. The appeals court vacated an order by a lower court that the NYPD hand over field reports made by undercover officers as they prepared to secure the city during the Republican National Convention in 2004. Doing so would have revealed both the methods we used and the identities of our officers. In a 43-page decision, the court reasoned that the plaintiff’s need for the reports did not outweigh the public’s interest in preserving the integrity of our undercover operations and thus protected our documents under the doctrine of law enforcement privilege. In applying that doctrine, the court relied upon and clarified earlier precedents involving federal agencies such as the Central Intelligence Agency and the Federal Bureau of Investigation. As a result, it is clear that the legal protection for our sensitive documents will be just as strong as that given to the federal agencies. This is critical because covert operations may be the only effective way to identify homegrown terrorists who are often living here legally and operating alone or with just one or two accomplices.

Another example is the ongoing, bipartisan effort in Washington, D.C., between the White House and Congress for the establishment of a public safety nationwide, interoperable, wireless broadband network. We in law enforcement all recognize the need for this network. Our existing communications systems are fast becoming obsolete. We rely principally on the use of two-way voice radios to communicate with responding officers and direct them to a scene. However, this technology is extremely limited. We cannot use it to exchange electronic data. And although we have made progress on local radio interoperability, the lack of a common radio spectrum prevents us from establish-

---

**RWU**

**ROGER WILLIAMS UNIVERSITY**

**CONTINUING STUDIES & GRADUATE PROGRAMS**

Looking to further your education, but can’t find the time?

Roger Williams University offers academic quality, prestigious faculty members and flexibility of schedule. With in-class, hybrid and online opportunities available, your program moves at the same pace you do. Complete your studies even faster with RWU’s 8-week accelerated options in Criminal Justice (M.S.), Public Administration (M.P.A.) and Digital Forensics (graduate certificate). So, whether you take class from home or Hong Kong, a world class education is never more than a click away.

---

**Information:** 401.254.6200 • TOLL FREE 888.674.8479 • GRADADMIT@RWU.EDU • WWW.RWU.EDU
ing a truly seamless nationwide system for all first responders. Given the technology that is available, and the complexity of the threat we face, this communication barrier is unacceptable. Together with our partners from across the country, the NYPD looks forward to the day when we can share a broadband capability that delivers voice, video, and data on a dedicated wireless network.

We face a powerful ideological movement that is constantly shifting. Those who would attack us are resilient. They are building new alliances and finding new recruits at an alarming rate. Last year, when Faisal Shahzad pleaded guilty to leaving a car bomb in Times Square, he said he picked a Saturday night in order to kill and injure as many people as possible. He could not have put it more plainly when he said, “it’s a war.” He also referred to the attack he was planning as an attack on America.³ If the NYPD’s intelligence program has taught us anything, it is that there are others living among us who share Shahzad’s beliefs and aspirations. We have no choice but to match them step for step, to collaborate widely and with the most advanced tools possible, in order to prevail. I am confident we can and we will.

Notes:
Advancements since 9/11
by the Office of the Chief Medical Examiner’s World Trade Center Identification Unit

By Mark Desire, Assistant Director of Forensic Biology, New York City Office of Chief Medical Examiner

Missing persons and unidentified human remains are a tremendous challenge to state and local law enforcement agencies. In 2007, a National Institute of Justice study estimated that as many as 40,000 cases of unidentified human remains were then being held or had been buried by medical examiners’ and coroners’ offices throughout the United States. Many crime laboratories do not have the ability to perform DNA analysis on old or degraded human remains, further exacerbating the problem of unidentified decedent caseloads. Helping the forensic community to reduce the number of cases involving unidentified remains by advancing the DNA techniques developed during the last 10 years is a driving factor behind the human identification work being done at the New York City Office of Chief Medical Examiner (NYC OCME).

The ability to tell physical characteristics from a person’s genetic material, such as identifying eye, hair, or skin color from a bone fragment or a drop of blood, was not possible until recently. This new application of DNA technology, currently being researched and performed at the NYC OCME, may provide an additional tool for investigators to help solve a crime or identify an individual from the smallest amount of remains or evidence left behind.

The World Trade Center Identification Project

On 9/11, two hijacked commercial airliners struck the Twin Towers at the World Trade Center (WTC) in New York City. The 2,752 victims of the attack on the WTC included 343 firefighters and paramedics and 60 police officers from New York City and the Port Authority of New York and New Jersey, and a member of the Secret Service. When the towers collapsed, victim remains became severely fragmented and difficult to identify. The NYC OCME and hundreds of law enforcement personnel, doctors, nurses, students, dentists, funeral directors, and scientists came together and began a massive identification process.

To date, a total of 21,812 pieces of human remains have been recovered from New York City’s Ground Zero and examined by the NYC OCME. The major goals of the investigation, which began in 2001 and continues to this day, are determination of cause and manner of death, the identification of decedents, the prompt issuance of death certificates, and the collection of evidence. Ten years later, there have been 1,626 (59 percent) identifications for those reported missing. The WTC Identification Unit remains committed to the process and works full time to identify those killed on 9/11. Historically, this is the United States’ largest forensic investigation, and the experience has led to major improvements in DNA techniques.

The process begins with an anthropological review of the remains to determine which section of bone would be ideal for DNA extraction and preparation of the bone sample. The bone fragment is then cleaned and dried to remove any moisture, which can degrade the results and hinder profile generation. The bone is then weighed and measured. Additional dirt, tissue, or other material is removed from the bone with a disposable scalpel and through washing with water and an enzyme active powdered detergent solution. If the fragment is larger than 0.5 grams, a section of approximately that size is cut to ensure the best possibility of generating a DNA profile.

The next step involves milling or grinding the bone fragments. This generates bone dust, allowing access to the most cells possible and increasing the chance of identifying the individual. The bone dust is decalcified and incubated overnight to

Incubation of samples
remove any remaining moisture, and the isolated DNA is quantitated to determine how much human DNA is present. Properly preparing the bone dust and extracting the most DNA possible are vital to allow the next step in the process—amplification and profile generation—to be successful.

The final step involves amplifying the existing DNA to generate enough for a profile. The polymerase chain reaction generates millions of additional copies of a particular DNA strain using primers for the 15 core DNA locations. These core locations are used for standard casework by all DNA crime laboratories throughout the
United States. Once a profile is generated and analyzed, the information is entered into the WTC Combined DNA Index System database and compared with all the other bone profiles and reference samples collected during the last 10 years to determine if a match exists.

**Using and Improving DNA**

DNA analysis, combined with anthropologic expertise, has become the standard method for identification of victims from the WTC disaster. DNA techniques have usually been employed as a last attempt for mass fatality identification, only after quicker methods such as dental comparisons and traditional fingerprinting. In many mass fatalities, including that at the WTC, dental comparisons and fingerprinting are not possible, so DNA testing becomes the most conclusive mode of identification for fragmented remains. Through the NYC OCME’s efforts to identify severely compromised remains, DNA extraction and analysis technology has vastly improved. The process of extracting DNA has been refined to give the greatest possible yield of DNA from bone fragments. These improvements are currently being used to obtain DNA results from badly degraded and fragmented human remains of WTC victims that previously gave no DNA results.

Additional DNA technologies and software will further enhance future identification projects. Equipped with a staff of scientists who have experience from the decade-long massive identification effort, the NYC OCME is prepared to optimize and implement these new tools and disseminate this knowledge to other agencies.

The efforts of the NYC OCME have taken DNA identification to the next level by advancing missing person identification capabilities. The number of missing persons and unidentified human remains in this country is astounding. There are as many as 100,000 active missing person cases in the United States. Every year, thousands of people disappear under suspicious circumstances. Each missing person case is assumed to be a homicide until proven otherwise. The identification of the missing plays a vital role in how each case will be investigated.

**Lessons Learned from the WTC Disaster**

Lessons learned during the WTC identification project have led to many system improvements in death investigation. Most significant is the development of better methods for gathering ante-mortem data.

Postmortem data are information collected at the morgue to make comparisons; ante-mortem data are information such as physical description, identifying markings, medical and dental records, and DNA collected from family members of the missing. The ante-mortem data drive the identification process and are vital in returning remains to families.

The NYC OCME has developed a Unified Victim Identification System to allow both law enforcement and medical examiners to collect and combine ante-mortem and postmortem information, making identifications as quickly and efficiently as possible. This system is available for free upon request to any other jurisdiction in need.

---

**Mark Desire** is assistant director of forensic biology at the New York City Office of Chief Medical Examiner. He can be reached at mdesire@ocme.nyc.gov or (212) 323-1215. For further information on mass fatality or missing person identification, please contact Mark Desire or visit the NYC OCME website at http://www.nyc.gov/ocme.

**Notes:**

BY EQUIPPING PUBLIC SAFETY AGENCIES WITH BETTER COMMUNICATIONS AND RICHER INFORMATION EVERYWHERE, WE CAN IMPROVE EFFICIENCY AND SAFETY FOR EVERYONE.

How can you better communicate when every second counts?

alcatel-lucent.com
A Collaborative Effort between City and State Police to Reduce Gang Violence

The city of Springfield, Massachusetts, with a population of 153,060,¹ is ranked the 12th most dangerous city in America.² The North End section of Springfield has seen crime and gang violence increase dramatically over the past decade. Contributing factors included a reduction of police officers caused by economic concerns and in particular the agency’s departure from the community policing model that had existed prior to budgetary reductions in personnel. Property-owning stakeholders opted out of spending for private security and grew accustomed to police responding to every criminal-related issue in their respective areas. Neighborhood residents in the area of concern were primarily low-income renters with no long-term commitment to the neighborhood and a concern of retribution for contacting the police. Traditional law enforcement responses and varied nontraditional methods were employed to encourage stakeholder participation. Despite increased efforts, resident interaction remained minimal.

During the summer of 2009, violence peaked in the North End section. Members of the Los Boricuas gang emigrated from Puerto Rico with the goal of controlling the local drug trade.³ The area became plagued with gang-related open-air drug activity and sporadic violence. The gangs were well organized and worked effectively to limit police focus on their activities. The quality of life for North End residents decreased to the degree that many were afraid to leave their homes and venture onto the streets.

A local state representative was prompted by a North End property management representative to hold a meeting with local law enforcement to demand increased police presence. At this meeting, it was demonstrated that call volume for the area was heavy but that the majority of calls for service were not directly related to the gang activities. Instead, the calls concerned issues that had previously been handled by property management and private security. Statistics showing increased police presence were presented, but it was apparent that the problem was due to an inability to provide 24-hour, 7-days-a-week coverage for any particular neighborhood and a lack of independently reported criminal activity that would result in an enhanced police response.

Traditional police responses, investigation, enhanced sustained presence, and the use of informants resolved the issue with Los Boricuas gang. Arrests were made and the gang was dispersed, but it was apparent that the underlying causes regarding neighborhood fear or apathy regarding neighborhood conditions still had not been addressed. Citizens would not call to report drug sales, gang activity, or even armed persons in their neighborhoods. Calls to 9-1-1 were made only when there was an actual shooting.

Initiative from Iraq to Springfield

In October 2009, Massachusetts State Trooper Michael Cutone conducted a series of dismounted patrols, visiting local retail

By Lieutenant Colonel Bradley G. Hibbard, Deputy Superintendent (Retired), Massachusetts State Police; with John Barbieri, Deputy Chief, Springfield, Massachusetts, Police Department; Michael Domnarski, Lieutenant, Commanding Officer, Massachusetts State Police Special Project Team; and Michael Cutone, Trooper, Massachusetts State Police
State Police to Reduce Gang Violence

Editor’s note: In addition to relating to the September Police Chief magazine theme of “9/11, 10 Years Later,” this article’s focus will be the subject of a workshop at IACP 2011 in Chicago, Illinois, October 22–26. For information about the conference, visit http://www.theiacpconference.org.
establishments in an attempt to obtain the “ground truth.” Not only did these contacts begin the process of building trust between the state police and the community, but they also revealed that gang members were conducting their illegal activities with what appeared to be complete freedom of maneuver. As the result of discussions with local business owners and follow-up conversations with Springfield police officers, Trooper Cutone and several other troopers from the Springfield barracks began working cooperatively with the Springfield Police Department in an effort to develop a strategy aimed at reclaiming the North End neighborhood for its residents.

Trooper Cutone had recently returned from a tour of duty in Iraq where he and Massachusetts State Trooper Thomas Sarrouf had played essential roles in a special operations mission in the Avghani region of Iraq. Sarrouf served as captain and team commander of Special Forces ODA 944 while Cutone was a master sergeant and the team’s senior noncommissioned officer. Avghani was of particular interest to U.S. commanders as it was seen as a choke point for insurgent travel to and from the Syrian border and as a safe haven for insurgent rest and resupply. Before the arrival of Cutone’s team, al Qaeda–affiliated terrorists had destroyed the town’s police headquarters, leaving the community and its governing structure in shambles. Combining his 20 years of special forces experience with his law enforcement background, Cutone worked with Sarrouf and their team to restore the confidence and capability of the local Iraqi infantry and police. Trooper Cutone’s team began by teaching basic skills and progressing toward the practical application of those skills in rebuilding the local ability to defend the community and maintain order.

The resulting cooperation between local infantry and police succeeded in stabilizing the town and its environs. Most important, in the integration of local police forces, Sarrouf and Cutone succeeded in defining the insurgency in a new way: not as a military problem, but as a law enforcement problem. . . . ODA 944’s story is now seen as a benchmark special forces foreign internal defense mission; it is
SUGAR, NO.

SPICE, YES.

While we don’t detect sugar, Mistral’s D4D drug field test does detect “Spice.” In fact, Mistral’s D4D Pen Test is the only field test available to the market that detects organic marijuana as well as synthetic “Spice” or “K-2” substance and residue.
reviewed within the special forces and conventional army communities as the Afghani model . . . and helped pave the way for subsequent in-country successes.4

In the fall of 2009, Cutone, with the support of his commanders, met with Springfield Police Department Deputy Chief John Barbieri to discuss how the Avghani Counterinsurgency Operations (COIN) model could be adapted to law enforcement operations and integrated into an overall strategy to address the crime problem in the North End. After weeks of planning, a shooting at Washburn and Orchard Street in late October5 served as the catalyst to begin coordinated law enforcement efforts and the development of the Counter Criminal Continuum (C³) Policing methodology. Working with the North End Safe Neighborhood Initiative, a loosely knit group of North End residents, partnerships were established with a local state representative, the North End Citizens’ Council, and local business representatives. Through the adaptation and application of the military counterinsurgency model, Cutone’s efforts have progressed to the point that his team has mobilized more than 60 stakeholder groups. Representatives of these groups meet every Thursday in the North End Community Center.

Measurable Success

Drawing upon the principles of community-oriented and intelligence-led policing, integrated with the military counterinsurgency model and lessons learned at Avghani, law enforcement in Springfield has made great inroads over the past year with limited resources. The agency has:

- established weekly community meetings at Edgewater Apartments;
- developed the C³ Policing Initiative and mission statement;6
- recruited faith-based groups as active participants;
- conducted several neighborhood walks to establish and maintain contact with residents of the North End region;
- distributed materials, printed in both English and Spanish, with information on available social and educational programs to assist residents and the community;
- provided public service announcements on a local Spanish-speaking radio station;
- promoted and expanded the Text-A-Tip program;
- established a Street Leader program whereby vetted community residents report criminal or gang-related activity to law enforcement;
- partnered with the Springfield Department of Public Works and local schools to clean blighted areas and erect signage announcing the anticrime initiative;
- partnered with local schools to provide information discouraging gang involvement to students;
- established rapport with local youth community;
- through cooperative efforts with area social support agencies such as the YMCA and the Massachusetts Career Development Institute, provided counseling, mentoring, education, and training opportunities to youths formerly involved with gang activity;
- established a program to remove gang graffiti markings from the North End community;
- conducted high-profile law enforcement sweeps targeting those involved in illegal narcotics, gang, and weapons violations;
- collected significant information and intelligence relating to criminal activity in the community;
- developed and continue to publish weekly intelligence summary reports for distribution to Springfield police and state police officers and specialized support units; and
- established communication between support agencies and units.

Feedback from North End residents and business leaders has been positive, and trust continues to build between the community and law enforcement. Further evidence that their efforts are succeeding is demonstrated through the following incident report table, which compares nondomestic violence incidents at the Lowell Street (Springfield) Project in 2009 and in 2010.7

<table>
<thead>
<tr>
<th>Incident</th>
<th>2009</th>
<th>2010</th>
<th>Change percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aggravated Assault</td>
<td>4</td>
<td>2</td>
<td>-50</td>
</tr>
<tr>
<td>Assault with a Dangerous Weapon</td>
<td>6</td>
<td>7</td>
<td>+17</td>
</tr>
<tr>
<td>Burglary</td>
<td>40</td>
<td>18</td>
<td>-55</td>
</tr>
<tr>
<td>Destruction of Property</td>
<td>60</td>
<td>30</td>
<td>-50</td>
</tr>
<tr>
<td>Larceny</td>
<td>437</td>
<td>104</td>
<td>-76</td>
</tr>
<tr>
<td>Rape</td>
<td>2</td>
<td>1</td>
<td>-50</td>
</tr>
<tr>
<td>Simple Assault</td>
<td>14</td>
<td>17</td>
<td>+21</td>
</tr>
<tr>
<td>Stolen Motor Vehicle</td>
<td>17</td>
<td>9</td>
<td>-47</td>
</tr>
<tr>
<td>Threat to Commit Crime</td>
<td>30</td>
<td>18</td>
<td>-40</td>
</tr>
<tr>
<td>Weapons Violation</td>
<td>12</td>
<td>4</td>
<td>-66</td>
</tr>
</tbody>
</table>

Compare and Contrast: Community-Oriented Policing and C³

Law enforcement officials involved in C³ indicate that while there are both similarities and differences between the community-oriented policing and the counterinsurgency models, the integrated application of their underlying principles can be and has been very effective in combating gang violence. C³ policing is designed to complement the methodologies of community-oriented and intelligence-led policing and is most effective in addressing gang and criminal activity in specific geographical areas of high crime activity. C³ is viewed as the “sweet spot” whereby community policing, intelligence-led policing, and COIN intersect.

The similarities and differences can be seen in the end states of the community-oriented and counterinsurgency models, which are defined by the project team as follows:
For 75 years, the Northwestern University Center for Public Safety has provided professional development to law enforcement professionals throughout the United States and abroad. NUCPS offers the world-renowned School of Police Staff and Command, as well as courses and programs in police management, police operations, police motorcycle operator and instructor training, crime scene investigation and forensics, crash investigation, transportation engineering and more.

 Supervision of Police Personnel Online

NUCPS is excited to announce the launch of Supervision of Police Personnel Online. To learn more about this new course and to be notified of upcoming course dates, join the SPP Online e-mail list by visiting nucps.northwestern.edu/sppo.

 Crime Scene and Forensic Science

NUCPS offers numerous courses for crime scene specialists, investigators, detectives, first responders and others who are responsible for major crime investigation. All courses are held at the Center for Public Safety in Evanston, Illinois, but can also be brought on-site to the location of your choice.

 Register today

Register now for all on-campus courses and save 20 percent on second and subsequent registrations from the same agency for the same course.

 School of Police Staff and Command

The School of Police Staff and Command prepares law enforcement managers for senior positions by combining academic principles with practical applications. The program is offered throughout the country.

 Supervision of Police Personnel Online

NUCPS is excited to announce the launch of Supervision of Police Personnel Online. To learn more about this new course and to be notified of upcoming course dates, join the SPP Online e-mail list by visiting nucps.northwestern.edu/sppo.
End State of Community Policing. According to the Department of Justice Community Oriented Policing Services Program, “Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.” Community policing must share strategies and the skills, the expertise, and the resources of other community and government agencies to be effective and resolve mutual problems. Fundamental causes and conditions that create community problems are many and complex; often, local problems can be solved only through cooperation among our city departments and other agencies.

End State of C³ Policing. C³ policing is focused on denying, disrupting, and degrading the operational capabilities of gangs and criminal activity associated to or linked with gangs, and on undermining the capability of gangs to operate freely and openly within the community. The goal of C³ policing, as adapted from Counterinsurgency, is to provide effective governance through local government agencies to the community and a safe and secure environment through the rule of law. This includes providing for the community’s populace, eliminating the root causes of the gangs (the insurgency) and preventing those root causes from returning. Counterinsurgent operations can successfully defeat gang activity, achieve unity of effort along multiple lines of effort, isolate gang members from the rest of the community, and increase the legitimacy of the local government.

As a result of the initiative’s initial success, the Springfield Police Department and Massachusetts State Police endorsed the C³ policing concept toward addressing criminal and gang activity in the North End. In October 2010, Lieutenant Michael Domnarski, commanding officer of the Massachusetts State Police Special Project Team, was assigned to assist the initiative’s members with the continued development and implementation of C³. Cutone and Massachusetts State Trooper Keith Armstrong were assigned to work exclusively on the initiative and provide support to Springfield Police Department operations in the area. The troopers operate out of the Springfield police barracks and receive additional support from troopers assigned to the barracks. The collaborative effort between these troopers and the Springfield Police Department has strengthened the long-standing relationship between both departments.

The project team is seeking to further validate the results of its efforts. Its members are currently collaborating with the Naval Postgraduate School in California to obtain assistance with the collection and analysis of crime data and their integration into the C³ model. They have met with representatives of the Salinas, California, Police Department, who are experiencing problems similar to those in the North End of Springfield, and they continue to share their experiences and lessons learned with other law enforcement agencies.

The project team will provide further information on C³ Policing and the Springfield Initiative at the annual IACP conference in Chicago: “Reducing Gang Violence in Springfield, Massachusetts: Counter Criminal Continuum (C³) Policing: Community Policing Enhanced by Lessons Learned from Department of Defense Strategies in Iraq and Afghanistan.”

Notes:
3. Los Boricuas gang members are from a remote mountainous area of Puerto Rico and are accustomed to operating with impudence because of difficulties local police have with mounting police operations in the gang’s difficult native terrain.
6. “Mission Statement: Counter Criminal Continuum (C³) Policing facilitates unity of effort and criminal intelligence gathering by, with and through interagency, community, and private enterprise cooperation in order to detect, disrupt, and dismantle criminal activity in the North End of Springfield, Massachusetts.” Internal document from the Springfield Police Department Records Bureau.

The world’s best camera/dome positioning system is taking performance to a whole new level. Introducing Spectra HD, only from Pelco. Incorporating the award-winning Sarix™ imaging technology platform, Spectra HD delivers up to four times the video resolution of standard-definition IP cameras and provides an incredible level of forensic video detail that security professionals demand. Spectra HD’s powerful 1.3 megapixel imager and all-digital processing deliver dual-stream H.264 and/or M-JPEG compression with up to 960p resolution for the ultimate in video system flexibility. Featuring HD-optimized dome bubble technology, 18x optical zoom, available analytics, and precise 360° continuous PTZ control, Spectra HD will soon become the new industry standard for high definition video performance.
Mobile Biometric Devices: What the Future Holds


Mobile biometric devices are providing benefits to law enforcement and homeland security field agents who use biometric collection to identify people during field operations in near real time. The use of mobile biometrics to quickly determine the identity of a person can and does save officers’ lives. Of the 584 officers feloniously killed between 2000 and 2009, 82 percent of the persons involved in their deaths had at least one prior criminal arrest or a current warrant out for arrest.1 If a person is identified through mobile biometrics and is known to have a record, an officer may choose a different tactic, technique, or procedure to preclude a physical altercation. Some mobile biometric devices also allow for full bookings in the field and thereby save time and keep officers where they are needed most: in the field.

Mobile biometric devices are handheld technologies capable of obtaining various biometric modalities (for example, fingerprint, face, and iris) in order to identify or enroll a person of interest in a database. Some mobile devices also are capable of obtaining latent fingerprints from crime scenes and of utilizing various card-reading technologies. These devices can transmit biometric data to databases via personal area networks such as Bluetooth, local area networks such as Wi-Fi, wide area networks such as cellular networks, and mobile satellite communication systems.

As a scientist and engineer, I treasure the time I have spent with law enforcement officers in an effort to better understand their needs and experience their operations firsthand. These experiences with officers will enable the Department of Homeland Security (DHS) to improve the next generation of technologies that will make a difference. In 2008, the DHS Science and Technology Directorate (S&T) brought together operational agents from virtually all the federal agencies, along with state, local, and tribal law enforcement agencies, to categorize and prioritize mobile biometric requirements.

With a growing number of agencies acquiring mobile biometric devices, it is increasingly important that the DHS S&T remains at the forefront of research and development while maintaining an understanding of the operational environments that inform the evolving technology requirements of the first-responder communities.

The DHS now has in place a mobile biometrics program that is addressing device development, pilot testing, and product certification.

The DHS is currently developing a compact, lightweight, four-finger slap fingerprint sensor that will allow the easy and efficient acquisition of 10 prints (4 fingers from the right hand, 4 fingers from the left hand, and both thumbs) in the field. Current systems allow for only single or dual finger acquisition. Two contracts were awarded to companies in June 2010 and in July 2010. These efforts are 21- and 18-month developmental efforts, respectively, and the companies are well on their way to producing their first prototypes. The next DHS initiative will award contracts to integrate multimodal biometric capabilities (face, fingerprint, iris, and card readers) into a single device that meets all of the mobile biometric device best practices and standards.2

Additionally, DHS is pilot-testing mobile biometric devices through a national research and development laboratory with federal, state, local, and tribal agencies within the United States. This ongoing project began in September 2010. Through these pilot tests with various agencies, many valuable lessons have been learned, but one lesson stands out: In order for an agency to use mobile biometrics, the agency’s automated fingerprint identification system (AFIS) must be configured to accept biometric data from mobile devices. Agencies that do not yet have an AFIS capability to connect with mobile devices—but that wish to expand to one that can—must design with the flexibility to accept biometric data from any mobile biometric device with standard outputs. Remaining vendor-agnostic will allow for easier and more effective acquisitions in the future.

Another project under the DHS S&T mobile biometrics program is product certification. Many vendors are producing mobile biometric devices—some that adhere to standards and best practices and others that do not. The DHS recognizes the need to create a list of devices that meet National Institute of Standards and Technology (NIST) recommendations and published standards so that agencies can make more educated acquisition decisions.
Thank you to our students, faculty & staff for helping to make sure it never happens again.
Creating and maintaining a qualified product list involves multiple facets:

- Defining a testing framework
- Testing devices by third-party accredited laboratories
- Certifying devices through a multiagency independent body using third-party test results

The DHS has contracted with a science, technology, and strategy organization to design—and with guidance from federal, state, and local operational users—the testing framework that will act as a testing roadmap for third-party laboratories that are accredited under the NIST National Voluntary Laboratory Accreditation Program.

This figure shows an overall depiction of the “system of systems” for the testing framework that will be available late this year.

Fingerprints remain the dominant modality for mobile biometrics, with facial recognition in the field being used in normal operations by various agencies. While iris enrollment is part of routine booking procedures for some agencies, it is not yet used as a field identifier, but rather as a verifier for access control and release.

While the current mobile biometric devices have the capability to acquire finger, face, and iris images in the field, research and development into the next generation of these technologies holds the promise of providing expanded applications that can help reduce the costs of biometric field “transactions” and increase accuracy and match rates.

Multiple biometric databases exist at the federal, state, and local levels. The main federal databases are the DHS Automated Biometrics Identification System (IDENT); the DHS mobile biometric framework “system of systems”

Notes:


“Leadership for Today and Tomorrow”
“A Career Changing Event”
“A Comprehensive and Challenging Tradition”

The 127th AOC Begins 2/13/12

Secure Your Seat Today
www.louisville.edu/spi

60 Years of Excellence in Policing
1951-2011
Promotional Testing and Assessment Center Services

A variety of validated approaches for all ranks:
• Custom-written examinations
• Low-cost testing for smaller agencies
• Assessment centers
• Structured interviews
• Job simulation exercises

Solutions for all types of agencies:
• Municipal
• State
• Federal
• Tribal
• Special Jurisdiction

Advancing the Best

Identifying, selecting, and advancing the right candidates into leadership positions are core elements to building and maintaining a strong department. The IACP understands each agency has its own set of challenges and circumstances when it comes to promotions.

For decades, the IACP has been a leader in assisting agencies with their promotional needs by offering affordable, customized promotional examinations and assessment centers for agencies of all sizes and types. With a knowledgeable core staff and a team of consultants around the country, the IACP Center for Testing Services and Career Development can create a solution that is tailor-made for the needs of your agency and your budgetary constraints.

If your agency is considering a new approach to its promotional process, the IACP stands ready with cost-effective solutions and personalized service to help you advance the best.

For more information, contact Tia Young, Project Specialist, Center for Testing Services and Career Development at 1-800-843-4227, extension 269 or young@theiacp.org.
This special event will feature the formal swearing-in of the president and board of officers; as well an evening of great food and great friends.

Whatever your plans are for IACP 2011, make sure they include the Annual Banquet. Seats are limited, so visit www.theiacpconference.org today for more information and to purchase tickets.

**WEDNESDAY, OCTOBER 26**
Hilton Chicago Grand Ballroom
7:00 PM–11:00 PM
Black tie optional (business suits appropriate)
**Product update**

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

**Radar speed signs**

TrafficLogix has launched the SafePace 400, 500, and 600 radar speed signs, joining the sought-after SafePace 100 released last summer. The SafePace series is intuitively designed, incorporating elements that reflect the concerns of today’s cities and the habits of today’s motorists. With the introduction of the SafePace radar speed sign series, TrafficLogix continues to lead the way to returning safety to neighborhood streets. All three of the new signs have 15-inch LED digits designed to capture the attention of motorists. The signs are Bluetooth and Wi-Fi compatible for easy sign management and data download.

For more information, visit http://www.trafficlogix.com.

**Layering and outerwear pieces**

Using its 30 years’ experience of supplying the U.S. military and law enforcement communities, WT Tactical’s point of difference is rooted in the elite climbing and mountaineering world. With more than 25 military contracts, a reputation for rapid prototype development, and a design discipline forged from direct user feedback, the WT line is continually updated to exceed evolving challenges. Product examples include the High Loft jackets and pants with PrimaLoft Sport synthetic insulation and the Gen III Level VII parka and trousers designed specifically for the U.S. Army.

For more information, visit http://www.wttactical.com.

**Battery charger**

InPower introduces the 100 percent solid state Auxiliary Battery Switch (ABS)/Electronic Battery Separator. The ABS is designed to charge an auxiliary battery and isolate it from the vehicle’s chassis battery and alternator. The next-generation patented technology is intended to replace diode-based battery isolators and mechanical solenoid-type battery separators and isolators. Because the ABS is bidirectional, a charging device such as a battery charger connected to the auxiliary battery can supply charging current to the chassis battery. InPower’s ABS are available in 100, 150, 175, and 200 amp models.

For more information, visit http://www.InPowerLLC.com.

**Secure, tested mobile radio**

The Liberty Multiband Land Mobile Radio is J/F 12–certified and approved for U.S. Department of Dense land mobile radio options. It is also approved for operation in an explosive environment, designed to not trigger ignition in the presence of flammable or combustible material. The product successfully completed Over-the-Air-Rekey (OTAR) testing at U.S. Customs and Border Protection. OTAR improves communications security by allowing secure key
changes without radios having to be returned to the maintenance facility for manual rekeying.

For more information, visit http://www.thalesliberty.com.

Expandable truncheon
The Peacekeeper Rapid Containment Baton (RCB) became available earlier this year. It outperformed all other batons in a 10-month study by the Weapons and Equipment Research Institute, funded by the National Institute of Justice. The RCB has been approved by hundreds of agencies worldwide as they seek an effective, dependable, and durable alternative to other batons. Batons provide a wide range of enforcement options from less-lethal presence of authority uses to lethality, if justified. In addition, the RCB is cost effective, with no batteries, darts, training cartridges, canisters, or less-lethal ballistics required for deployment.

For more information, visit http://www.peacekeeperproducts.com.

Space-saving desktop computers
Acer America Corp. is offering new commercial desktop lines for business and institutional customers. Providing power, expansion, and security in compact designs, the Acer Veriton L4610G ultra small-form factor and Veriton C2110 series small-form factor desktops deliver the speed, the space savings, and the value necessary for professional environments. Developed to help professionals organize, create, share, and secure critical data, both models include a slim tray multidevice for quickly and easily loading software; backing-up files; and reading, playing back, and copying optical discs. Offering wireless connection to the Internet, the new desktops have built-in 802.11b/g wireless.

For more information, visit http://www.acer.com/us.

Enhanced public safety software
Sun Ridge Systems has released the newest version of its public safety software, RIMS Version 18. RIMS 18 adds 87 new features and functions to the RIMS software package, refining and expanding upon 29 years of continual development. Among the new RIMS computer-aided design and records management features are greater facility for displaying multiple persons, incidents, vehicles, and so on, simultaneously; 34 records management enhancements; 8 enhancements to RIMS ad hoc reporting; 5 enhancements to make queries easier to do and integrate returns into RIMS files; and 13 new features in RIMS Collaborate, the data-sharing software.

For more information, visit http://www.sunridgesystems.com.

Alcohol litigation consultation
Legal cases involving alcohol are often complicated and difficult to understand and interpret. This creates a challenging and even unmanageable situation at times for attorneys on either side of a case. At BAC Tracker International Inc., professionals have gained respect for tackling these types of cases by providing unbiased, high-quality consultation services to justice systems around the world. BAC Tracker experts are available to critically analyze and consider every aspect of a case at any stage of the litigation process.

For more information, visit http://www.bac-tracker.com.

Custom-cut foam for cases
Law enforcement professionals can protect their equipment with custom-cut foam from PelicanDealer.com. The product is engineered to fit cases and gear perfectly and hold items securely. It eliminates damage from the elements, jarring, drops, shipping, rough roads, and natural disasters. The foam removes the need for individuals to worry if their items are protected in insecurely packed hard cases. PelicanDealer.com is a custom foam expert, meaning that if an item will fit in a Pelican case, foam can be customized to fit it perfectly.

For more information, visit http://www.pelicandealer.com.

The world is changing. Are you?
Jump-start your career. Energize your future. Acquire skills needed in a changing world.

The New York Times Knowledge Network and Fairleigh Dickinson University have come together to offer online certificates in several emerging careers:

- Business, Technology & Communication
- Global Leadership
- Cybercrime & Computer Forensics
- Security, Safety & Terrorism Studies
- United States Homeland Security
- Global Health Care & Human Services

Sign up now for our free online information session. Wednesday, September 14, 6 p.m. Eastern
E-mail us at knowledge@nytimes.com to reserve a place.

To learn more about this opportunity, go to www.nytimes.com/fdu.
Since 2004, the Department of Defense (DOD) has been using forensic science tools on the battlefield. Traditional law enforcement techniques are being used to attack improvised explosive device (IED) networks; gather intelligence; strengthen force protection; and identify and prosecute terrorists, criminals, and other adversaries. It is the same forensic science practiced throughout the United States and the world each day. The one significant difference is that the tools are being applied in an expeditionary environment: on the battlefield.

The conflicts that individuals and countries around the world are engaged in today—and for the foreseeable future—take place on the counterinsurgent and counterterrorism battlefield. Asymmetric warfare has replaced most traditional battles in which armies wear uniforms and square off using conventional forces. Today’s enemy blends into the indigenous population and uses anonymity as a weapon against soldiers and civilian populations. Evidence from forensic examinations such as latent print and DNA analyses shine a light on the enemy, removing their most coveted advantage: anonymity. Removing anonymity gives commanders and the host nation options to pursue identified criminals, terrorists, and other adversaries. Once their identities are known, the DOD has many options to attack and dismantle the networks with which they are associated. Success is often achieved in criminal investigations by following the forensic evidence; that adage applies here as well. Identifying personnel responsible for making and placing IEDs in a war zone is similar to identifying criminal and terrorist networks responsible for the same actions on U.S. soil. Forensic science results are only one portion of the solution that relies on a partnership blending technical information, forensic findings, and tactical needs to produce sufficient information for the joint commanders or prosecutors to use.

How is forensics applied on the battlefield? The DOD forensics concept of operations defines forensic science as “the application of multidisciplinary scientific processes to establish fact.” The implementation of expeditionary forensics has been evolving since forensic science was first utilized on the battlefield. The DOD has seen the value forensic science brings to the fight and has begun to institutionalize the expeditionary capability along with reachback operations to ensure a forensic science tool set is consistently available to the DOD. Institutionalizing the expeditionary capabilities at the U.S. Army Criminal Investigation Laboratory (USACIL) benefits the DOD and the interagency, local, state, and multinational community, since they all share technological developments and best practices.

Forensic functions applied on the battlefield include recognizing, preserving, collecting, analyzing, storing, and sharing. Recognizing focuses on determining which items have potential forensic value. Forensic value can vary based on a commander’s priorities at the time. Items can be forensically examined and used to support more than one requirement, such as tactical needs and prosecution. Preserving is ensuring that materials are not contaminated and are properly documented as to chain of custody. Collecting on the battlefield is similar to the collection process in criminal investigations; however, it is normally completed within 15 minutes because there is often limited time on-site. Examiners in expeditionary environments use the same science laboratory that examiners in the United States utilize in analyzing evidence collected by any criminal investigator. Storing the information focuses on using standard procedures that will enable sharing forensic results appropriately within the DOD, with other government agencies, and with international partners.

While the traditional use of forensic science has been successfully employed by the DOD at the USACIL for over 60 years, expeditionary forensics is just beginning the transition from an ad hoc reactionary capability to an enduring capability able to support multiple theaters and contingencies. This transition to an enduring capability starts with training both examiners and collectors for deployment to the expeditionary environment. At the USACIL, professionals have created academies to train examiners in their disciplines and to prepare them for their roles as examiners in expeditionary environments. The three-phase training program consists of an army and a USACIL orientation; technical training; and, finally, hands-on examination training with experienced examiners (see figure 1). The capstone is a competency assessment for examiners to demonstrate proficiency before being authorized to perform examinations. Collector training is occurring at military training facilities as well as

Figure 1. Latent examiner students begin phase III training: supervised casework
with mobile training teams whose instructors travel to military units to teach soldiers to recognize, collect, and document materials.

Currently, forensic examiners are deploying to the expeditionary environment and processing and examining forensic evidence found in the war zone in near real time. The forensic materials collected range from weapons and explosive components to computers and cellphones (see figures 2 and 2a). The collection techniques and forensic processing methods have continuously evolved with experience and lessons learned.

Like collection techniques, the forensic laboratories placed in theaters of operation have been constantly evolving. The first deployed forensic laboratory in Iraq was housed in an old British nuclear-biological-chemical trailer. Today, examiners work in mobile laboratory shelters or in fixed facilities that have been modified into laboratories. The substantially modified new mobile shelters are fully conditioned and link together in a modular design to provide flexibility to expand or contract as the mission or space requirements change (see figure 3). The latest iteration was custom designed at the Edgewood Arsenal to meet forensic requirements (see figures 4 and 4a).

The forward examiners in the expeditionary environment are not isolated. They are supported by experienced examiners in a reach-back operations center. These USACIL examiners are an extension of the forward examiners. They conduct data analysis remotely, perform technical reviews of examinations, and analyze forensic material that has been shipped from the war zone, conducting forensic examinations not available in the forward environment.

A final component needed to project and leverage forensic science is constantly evolving science and technology. The DOD has
REAL PEOPLE. REAL STORIES. WHAT’S YOUR STORY?

DiscoverPolicing.org is more than just a website. It’s a movement within the law enforcement community. Our goal is to bring more of the right people into law enforcement: diverse, service-minded applicants from all walks of life. Help recruit the right people into law enforcement by highlighting your agency and your employees in our Real People/Real Stories section.

SHARE YOUR STORY…

Inspire others. Highlight your agency. Make a difference.

Share your story at www.DiscoverPolicing.org

For more information contact us at DiscoverPolicing@theiacp.org or Tia Young at 800-843-4227 x 269

DiscoverPolicing.Org offers cutting edge technology to help you extend the reach of your recruitment efforts, while connecting, interacting, and networking with diverse, service-minded applicants.
extremely robust science and technology components, and the department’s investment in technology has consistently given the U.S. military a competitive advantage; the same advantage is emerging for forensic science. The DOD has identified the USACIL as the focal point for developing new forensic technologies to support the soldier. Several technological applications are expected to come to fruition in the coming months, including more rapid DNA analysis, improved fingerprint development techniques, and the ability to do microscopic comparisons from sanctuary outside of the area of operation, using modified comparison microscopes and high-resolution imaging. As techniques and applications mature, they are readily transferred to the traditional forensic community.

Expeditionary forensics in the DOD will continue to evolve to meet the department’s diverse missions. Forensic solutions will need to be tailored to fit the mission requirements. Expeditionary forensics success will depend on the same precepts that have been the foundation for forensic applications in law enforcement: training, experience, and good science.

For more information about the DOD forensic expeditionary programs, contact the authors at Rick.tontarski@us.army.mil or at Blake.rowe@us.army.mil.

Note: Department of Defense, Capstone Concept of Operations for DOD Forensics, July 2008.

---

Walden and NOBLE share the belief that positive social change comes through broad access to education and a commitment to equity. That’s why we’ve partnered to help NOBLE members, like you, and others earn an advanced degree so that you can help better serve your community.

Our online doctoral, master’s, and bachelor’s degree programs are designed to support the needs of working professionals. Get the flexibility you need while learning from experts and collaborating with fellow law enforcement officers nationwide.

Choose the university that has awarded the second-highest number of doctoral degrees to African Americans.* NOBLE members and those sponsored by a NOBLE member can qualify for a tuition reduction.†‡

Call or visit us online for more details.
1-800-874-5289
www.NOBLE.WaldenU.edu

Knowledge is power. The power to make a difference.

Jessie Lee
Executive Director of NOBLE
Doctoral Candidate, Walden University

Walden University is accredited by The Higher Learning Commission and a member of the North Central Association, www.northeast.org, 1-312-263-0456.

*As identified by the 2009 Survey of Earned Doctorates (SED), sponsored by the National Science Foundation (NSF) and five other U.S. federal agencies.
†Not valid for Tennessee residents.
‡Only one tuition-reduction benefit may be applied to tuition and fees.
What Law Enforcement Needs to Know about Improvised Explosives

By Kirk Yeager, PhD, Senior Forensic Scientist, FBI Laboratory, Quantico, Virginia

On February 22, 2010, terrorist Najibullah Zazi pled guilty to conspiring to use weapons of mass destruction, conspiring to commit murder in a foreign country, and providing material support to a foreign terrorist organization. During the run-up to his disrupted plot, Zazi purchased numerous commercial products that he was trained to transform into deadly explosives.

Zazi’s attempt to manufacture and use improvised explosives (IEs)—those that can be readily produced from common consumer products or commercial chemicals—was far from an isolated event. Terrorist usage of IEs is on the rise worldwide. To protect the security of the country and ensure their own personal safety, law enforcement officers must have a basic understanding of this evolving threat.

The Chemistry of Explosives

To recognize warning signs and indicators of the potential presence of IE materials, a very basic understanding of chemistry is required. The chemistry of explosives is the most rudimentary of all chemistries; it is the chemistry of fire and of life. In both a fire and an explosive event, a fuel is combined with some source of oxygen, heat is added, and a reaction is started, which releases energy through a combustion process.

In a fire, a fuel produces energy by reacting with oxygen from the air. In an explosive reaction, identical chemistry occurs. However, with an explosive, the reaction happens so rapidly that there is no time for oxygen to be brought in from the air. The explosive has to supply its own oxygen. At the most basic level, an explosive is a material capable of undergoing combustion chemistry without a source of external oxygen.

There are a select number of chemicals, called oxidizers, which can release oxygen quickly enough when combined with a fuel to produce an explosion. The best known oxidizer may be ammonium nitrate (AN). AN gained notoriety following the bombing of the Alfred P. Murrah Federal Building in Oklahoma City, Oklahoma, and it is utilized by terrorists to this day in Iraq and Afghanistan as a precursor for IE formulations. When this chemical source of oxygen is mixed with a fuel oil such as diesel, the explosive ammonium nitrate/fuel oil (ANFO) is produced. This material is capable of rapid combustion, releasing all of its energy in approximately 1/100,000th of a second with great force and violence.

There are two ways to combine fuels and oxidizers to make an explosive: blending and cooking. Blending is the simplest and most common form of explosive manufacture and takes the least amount of chemical skill. This process consists of the physical mixing together of fuels and oxidizers. The ANFO mentioned earlier is a simple physical blend of AN and diesel.

Cooking, a term borrowed from the narcotics enforcement community and the
The Chicago Police Department and Motorola’s 2011 Ride for the Memorial
Saturday, October 22
8:30AM
Join us on an autumn ride from Chicago’s North Shore to the Harley-Davidson Museum in Milwaukee, Wisconsin. A continental breakfast will be served before departure and lunch will be provided at the Museum. A tour of the museum will be available for the participants of the ride. Limited to 250 participants, the ride will depart from Chicago Harley-Davidson at 8:30AM. The registration fee is $40. Bike rentals are available through Chicago Harley-Davidson at a discounted rate. All proceeds from the ride will benefit the Chicago Police Memorial Foundation which is a not-for-profit organization dedicated to providing assistance to the families of our fallen heroes, as well as providing assistance to catastrophically injured officers. For more information and to register for the ride go to: http://www.cpdmemorial.org/iacp

The Chicago Police Department and Motorola’s 5K Foot Chase
Sunday, October 23
8:00AM
The Chicago Police Department and Motorola’s 5K Foot Chase is a 5K Run/Walk that will begin at 8:00AM on Sunday, October 23. The 5K Foot Chase begins and ends at Gold Star Families Memorial and Park. The park is located just east of historic Soldier Field along the shore of Lake Michigan in the Museum Campus. Participants will head north with Lake Michigan on your east and the beautiful Chicago Skyline on your west. All proceeds will benefit the Chicago Police Memorial Foundation which is a not-for-profit organization dedicated to providing assistance to the families of our fallen heroes, as well as providing assistance to catastrophically injured officers. The 5K Foot Chase is open to the public and the first 1000 registrants will receive a Chicago Police Memorial tee shirt. Transportation will be provided from selected IACP hotels. Registration fee is $35.00. For additional information and registration, go to http://www.cpdmemorial.org/iacp.

The Chicago Police Department and Motorola’s IACP Golf Invitational
Sunday, October 23
8:00AM Tee Time
The Chicago Police Department and Motorola’s IACP Golf Invitational will be held at Cog Hill Golf and Country Club. Cog Hill is currently the home of the PGA BMW Championship and promises a spectacular round of golf. This year’s golf outing will include a continental breakfast, pre-round range balls, scramble-style golf tournament followed by a banquet at the Country Club. The registration fee is $160 and transportation will be provided from selected IACP hotels. All proceeds will benefit the Chicago Police Memorial Foundation which is a not-for-profit organization dedicated to providing assistance to the families of our fallen heroes, as well as providing assistance to catastrophically injured officers. Go to http://www.cpdmemorial.org/iacp for more information and to register.
meth lab phenomenon, is more complicated. In cooking, chemicals that are mixed together react to form new compounds with explosive properties. Cooking requires significantly more chemistry skill, as materials have to be run through a series of processes, each fraught with unique hazards such as toxic fumes and the potential for chemical burns or sudden explosions. IEs produced from both blending and cooking are routinely encountered by law enforcement.

The FBI has produced the Improvised Explosive Threat Card, a bifold reference card that provides law enforcement with an overview of chemicals that can be used for explosive production. Copies of the card and a detailed bulletin describing its use can be obtained upon request from the FBI Bomb Data Center by emailing bdc@ic.fbi.gov. This information and many other resources on this subject are available through the Law Enforcement Online (LEO) website. User applications for LEO can be found at http://www.leo.gov/usrApp.html.

The first page of the Threat Card, shown in figure 1, details common oxidizers and the compounds that contain them to help law enforcement quickly reference these materials. The presence of oxidizers remains one of the primary red flags to be aware of as an indicator of potential IE production.

Figure 2 represents a cross section of fuels commonly encountered in IE production. A full list of potential fuels is too extensive to cover, but the rule of thumb is any fuel that can be burned for energy can be used as a potential IE fuel. The card also details the more exotic fuels—those not commonly found in consumer products. If law enforcement officers encounter elemental or “hot” fuels, the incident should be referred to a bomb squad immediately. These materials can form sensitive and dangerous explosives, threatening the safety of officers and others in the vicinity.

Cooking produces a wide range of dangerous IE materials. Figure 3 shows

<table>
<thead>
<tr>
<th>Oxidizer Names / Chemical Symbols</th>
<th>Commonly Associated with Oxidizers</th>
<th>Examples of Oxidizer Compounds</th>
</tr>
</thead>
<tbody>
<tr>
<td>perchlorate / ClO₄⁻</td>
<td>sodium (Na)</td>
<td>ammonium perchlorate = NH₄ClO₄</td>
</tr>
<tr>
<td>hypochlorite / ClO⁻</td>
<td>potassium (K)</td>
<td>sodium chloride = NaCl</td>
</tr>
<tr>
<td>nitrate / NO₃⁻</td>
<td>barium (Ba)</td>
<td>calcium hypochlorite = Ca(OCl)₂</td>
</tr>
<tr>
<td>peroxide / O₂</td>
<td>calcium (Ca)</td>
<td>ammonium nitrate = NH₄NO₃</td>
</tr>
<tr>
<td>permanganate / MnO₄⁻</td>
<td>lithium (Li)</td>
<td>potassium nitrate = KNO₃</td>
</tr>
<tr>
<td>iodate / IO₃⁻</td>
<td>strontium (Sr)</td>
<td>hydrogen peroxide = H₂O₂</td>
</tr>
<tr>
<td>chromate / CrO₄⁻</td>
<td>lead (Pb)</td>
<td>barium peroxide = BaO₂</td>
</tr>
<tr>
<td>dichromate / Cr₂O₇⁻</td>
<td>silver (Ag)</td>
<td>lead iodate = PbI₂</td>
</tr>
</tbody>
</table>

Oxidizers serve as a source of oxygen to support a combustion-like reaction in improvised explosives.

Figure 1. IE Threat Oxidizers
some of the most common cooked explosives and the materials used in their creation. In many cases, perpetrators are caught when unforeseen accidents involving these materials alert authorities to their activities. The peroxide explosives in particular are both extremely popular with home experimentalists and hypersensitive. In some cases, the static built up from shuffling across the floor and creating a spark is enough energy to ignite them.

Unfortunately, knowing the chemicals that can be used to either blend or cook IEs is only part of the picture. A single chemical can be found in a variety of consumer products. For example, hydrogen peroxide is used in cleaning products, pool treatments, hair dyes, water purification systems, and hydroponics. Acetone can be found in both hardware stores and drug stores. Sulfuric acid is in both car batteries and consumer drain openers, and the list goes on. The FBI has produced multiple publications outlining consumer chemicals that can be used to produce explosives. These can be obtained by contacting the FBI Bomb Data Center or by enrolling in LEO.

The U.S. Department of Justice in collaboration with the Technical Support Working Group assembled a booklet outlining the most prevalent IE materials, their properties, the chemicals needed to produce them, the commercial sources of precursor chemicals, and the equipment that is needed for blending and cooking IEs. This booklet, Indicators and Warnings for Homemade Explosives, is available for sale to law enforcement from the Government Printing Office at http://bookstore.gpo.gov/actions/GetPublication.do?stocknumber=008-001-00185-1. Bombers’ use of IEs is not a new trend. The attack on the World Trade Center building in 1993 and the Oklahoma City bombing in 1995 stand as testaments to the effective use of IEs in the hands of terrorists. As new forms of Internet media such as YouTube continue to gain popularity, explosives recipes available to a new generation of curious experimentalists are on the rise. Over the past decade, the odds of law enforcement encountering these materials have increased substantially. Law enforcement needs to thoroughly understand the methods and materials used to create IEs in order to fully protect officers, first responders, and the public from this growing threat.

For more information on the FBI’s Bomb Data Center or to request a copy of the Improvised Explosive Threat Card, email bdc@ic.fbi.gov. Download an application for an LEO account at http://www.leo.gov/usrApp.html. Visit the FBI’s Resources for Law Enforcement page to access additional publications and resources targeted to the law enforcement community at http://www.fbi.gov/stats-services/law-enforcement.

Notes:
Applying Advanced Investigative Science to PROTECTING the Nation’s Natural Treasures

By Matt Stoffolano, Chief Ranger, Visitor and Resource Protection, National Park Service, Southeast Arizona Group

The job requires visits to places where the terrain is steep and rocky, with narrow footpaths used to smuggle people and drugs. Individuals employed here experience the extremes of nature; summer temperatures soar to the triple digits, and winters are cold, icy, and windy. A heavily patrolled international border is a primary area of responsibility for this group. From this description, it may sound like this group could be engaged anywhere in the global war on terror or the international war on drugs. However, this is the patrol area for the National Park Service’s (NPS’s) Southeast Arizona Group (SEAZ Group) at Coronado National Memorial.

The mission of the NPS is one of resource protection and public safety: apprehending criminals that drain natural resources and threaten the safety of visitors. With its history and tradition of applying research and science to the practice of public safety, the NPS now commonly uses forensic science as a tool to safeguard the nation’s valuable natural resources. The NPS dedicates every effort and resource possible to building natural resource cases. Park rangers are experts in poaching investigations, using ballistic analysis, tracking, and employing necropsy skills and other forensic techniques relevant to these cases.

The NPS is beginning to apply this same level of forensic investigation to criminal activity along the U.S.–Mexico border, including drug and human trafficking and possible terrorist threats.

However, this has not always been the case. Until recently, the NPS faced the daunting challenge of protecting the nation’s natural resources without the aid of much of the technology that other law enforcement agencies have used for years. With support from a wide variety of agencies and individuals, all offering unique perspectives, the SEAZ Group is helping to change this by paving the way for advancements in the application and the proliferation of forensic techniques within the NPS.

The Arizona Approach

The SEAZ Group consists of 14 park rangers responsible for 4,750 acres of parkland and a multitude of services within the park borders, including emergency
Please visit:

http://www.costore.com/iacp

YOUR OFFICIAL ONLINE SOURCE FOR IACP PRODUCTS

Items are subject to change; check the Web site for available items. For questions regarding merchandise, please call 800-859-3958, ext. 104.
management, search and rescue, emergency medical services, fire protection, and law enforcement. In addition, rangers often have to handle poaching, vandalism, and other criminal activity that could lead to arrest and trial. Forensic science, while commonly used in the wider law enforcement community, is only now beginning to enter the toolbox for park rangers.

In preparation for their duties, the rangers each receive full basic police training at the Federal Law Enforcement Training Center, where they learn techniques such as general evidence collection, fingerprint collection, and DNA collection and preservation. The NPS has a two-week ranger operations course that provides focused training on tactical rural operations and tracking methods. In addition, the SEAZ Group partners with many other agencies, including the Department of Homeland Security, federal and state law enforcement, and private contractors to introduce rangers to new or enhanced forensic techniques and applications. These include:

- digital biometric collection methods for fingerprints and retinal image captures;
- electronic fingerprint and latent print submissions for initial rough comparison and faster detailed analysis through the FBI Universal Latent Workstation;
- advanced or improved methods for dye development, small particle reagent development, powder-based development, and fuming of latent prints;
- DNA collection from captured evidence determined to be of significant investigative value to the unit or partnering agencies including the U.S. Border Patrol;
- cellphone and digital media exploitation to track logistical items such as radios and night vision devices and to determine suppliers and routes for these items;
- battlefield forensic exploitation techniques for assessing and processing a scene quickly and communicating or acting on any acquired intelligence;
- forensic laboratory and contents in an expeditionary shelter provided by the National Forensic Science Technology Center; and
- gas chromatography–mass spectrometry capabilities to test for the presence of explosives and explosive residue on captured evidence where these chemicals are suspected.

These investigative techniques are helping the entire unit develop advanced protocols for carrying out the NPS mission. The SEAZ Group’s goal is to arm its staff with operational techniques, building a robust understanding of the investigative process and sharing information with partners to achieve the greatest results in the field.

The SEAZ Group is taking these newly acquired skills, combining them with traditional law enforcement forensic techniques, and applying them in a dynamic field environment that includes rapidly changing criminal techniques and travel routes. The ultimate goal is to use new
forensic technology and techniques to identify, collect, and process evidence faster than the NPS is currently able, providing greater value in a more time-sensitive manner.

This is a shift in the way the NPS approaches criminal activity in the national parks. In the past, rangers would turn over evidence such as fingerprints, cellphones and communication devices, and DNA to another agency’s crime laboratory, or not collect it at all. Today rangers are taking a more long-term investigative approach to managing criminal activity, especially in parks along the U.S. borders. NPS rangers are looking at collected items for investigative and intelligence value, exploiting captured devices, and collecting and processing fingerprints and other biometrics.

This shift has not been easy. One of the biggest issues faced by the rangers is the commonly held view that the NPS does not have the capacity to manage investigations that involve significant forensic evidence. The SEAZ Group is working to dispel this misconception. Rangers are currently practicing mobile biometrics in the field, enriching their existing fingerprint database with newly acquired partial-print capabilities, and working toward successful prosecutions using ranger-collected and ranger-processed evidence. Other agencies are becoming interested in this approach and have started to actively seek out partnerships with the SEAZ Group.

Lessons for the Future
The most significant lesson the SEAZ Group has learned is the importance of building and maintaining relationships with other agencies. Cooperative partnerships between federal and state law enforcement and the NPS are mutually beneficial, allowing for increased information sharing between the agencies. The direct result of these connections has been a dramatic sharing of information—especially between civilian law enforcement units—that fosters growth in both fields. Techniques that were once restricted to military use are now commonplace among civilian law enforcement agencies. Forensic disciplines that were traditionally performed by state or federal law enforcement agencies are becoming standard processes for units such as the SEAZ Group.

It is the hope of the SEAZ Group that this model of partnering and cooperation between agencies will become the norm throughout the NPS, allowing new techniques to be applied to problems unique to park rangers such as poaching, artifact collection, vandalism, and other resource-oriented criminal cases. The SEAZ Group is confident that this forward-leaning approach to the development and use of advanced investigative techniques will help protect the natural and cultural resources of the park and make the U.S. National Parks even more safe and enjoyable for visitors.

For more information on the SEAZ Group’s forensic initiatives, please contact the author at Matt_Stoffolano@nps.gov. For more information on the NPS or on visiting any of the 22 national parks in Arizona, please visit http://www.nps.gov/state/az/index.htm.
Challenges of Emerging Technology: Beyond the Technology Itself

By Richard L. Johnston, Principal, RLJ Group, Bethesda, Maryland

With the rapid evolution of various technologies, law enforcement leaders have found themselves barraged with a constant stream of innovative technology tools, all of which are designed to improve crime fighting. It is a daunting task to remain informed about what really works and what does not.

Finding a so-called better mouse trap has faced each generation of police leaders. The creation of new tools has always been aimed at serious issues for public officials including officer safety, public protection, operational efficiencies, cost containment, recruitment and retention benefits, and so on. Over the decades, the so-called hard technologies (e.g., cars, guns, vests, less-lethal weapons, restraints, and barriers) have been the tools requiring constant evaluation. These tools have varying degrees of value to officers and their organizations.

It was not until the information age brought a significant change to the way people communicate, network, learn, and problem solve that a fundamental impact, beyond the technology itself, became clear. The emergence of soft technologies as crime-fighting tools has been apparent for several decades. The people agencies are employing, especially members of generation Y, have a unique experience with technology compared to their older colleagues. There is now a gap between the way soft technologies are integrated into young peoples’ lives and the experiences of the older generations. At the risk of oversimplifying the situation, the over-40 crowd probably tends to view the use of technology as a tool—something to be used or not used depending on personal preference. In contrast, most people under age 40 and nearly all under age 30 have assimilated new technologies into their daily ways of living—it is almost a fabric of their DNA. For example it is estimated that by the time today’s Americans turn 21, they will have sent 250,000 emails and text messages.

The Challenge

Most leaders experience some level of concern over recruitment and retention issues, which seem to be more serious each year. There is good reason to believe that a major contributing factor is related to a lack of focus on multigenerational workforce issues—the key one being the respect for and the utilization of information technologies as part of day-to-day operations. There are three critical areas where departments may realize their challenge to this emerging problem:

Learning. Today’s training paradigms are changing. Traditional teaching environments are evolving into highly interactive and individualized learning experiences. Younger employees are likely to be motivated to learn as much as they can about a subject they believe will impact their positive contribution to the work objectives. They know how to access a vast knowledge base on almost every topic.

Communications. A vast array of social networking opportunities are the norm for those under 30, with increasing buy-in from the over-30 group. The norm for 20-somethings is constant communication but with greatly reduced physical, face-to-face interaction. This paradigm shift is drastically changing interpersonal communications—a change that is under way now with significant implications for managers.

Approach to problem solving. The traditional approach of promoting and rewarding individualism through competitive processes is being challenged by a group approach to finding answers to problems. The younger generations are quick to ask their peers to share experiences and knowledge and to reciprocate the same when asked. They are experts at locating information quickly when it is needed. They are sold on the value of the wisdom of crowds.

Each of these three areas, plus the entire structure of the traditional law enforcement organization, should be revisited in light of the skills of the individuals coming into the profession. Ultimately, hard questions will need to be asked regarding the evolution of the law enforcement workplace. This can be done in parallel to efforts aimed at finding a new appeal for the younger generations to consider policing as a profession.
IACP Membership Application
International Association of Chiefs of Police
P.O. Box 62564
Baltimore, MD 21264-2564
Phone: 1-800-THE IACP; 703-836-6767; Fax: 703-836-4543

I am applying for the following category of membership:  □ Active  □ Associate

Name: ____________________________________________________________ (Please Print)

Title/Rank: ________________________________________________________

Agency/Business Affiliation: ________________________________________

Business Address: ________________________________________________

City, State, Zip, Country: __________________________________________

Residence Address: ________________________________________________

City, State, Zip, Country: __________________________________________

Business Phone: ______________________ Fax: ______________________

E-mail: __________________________________________________________

Web Site: _________________________________________________________

Signature: __________________________________ Date of Birth: (MM/DD/Year) _____ / _____ / ______

Send mail to my □ Business  □ Residence Address | I am a sworn officer.  □ Yes  □ No

Number of sworn officers in your agency (if applicable) □ a. 1 - 5  □ b. 6 - 15  □ c. 16 - 25
□ d. 26 - 49  □ e. 50 - 99  □ f. 100 - 249  □ g. 250 - 499  □ h. 500 - 999  □ i. 1000+

Approximate pop. served (if applicable) □ a. under 2,500 □ b. 2,500 - 9,999 □ c. 10,000 - 49,999
□ d. 50,000 - 99,999 □ e. 100,000 - 249,999 □ f. 250,000 - 499,999 □ g. 500,000 +

Education (Highest Degree): _________________________________________

Date elected or appointed to present position: __________________________

Law enforcement experience (with approx. dates): _______________________

_____________________________________________________________

Have you previously been a member of IACP? □ Yes  □ No

EACH APPLICANT MUST BE SPONSORED BY AN ACTIVE MEMBER OF IACP IN HIS/HER RESPECTIVE STATE/PROVINCE/COUNTRY.

Sponsor Name: __________________________________ Membership number: __________________

Membership Dues – $120 (U.S. dollars only – includes subscription to Police Chief magazine valued at $25.)

I have enclosed: □ Purchase order □ Personal check / money order □ Agency check
Charge to: □ MasterCard □ VISA □ American Express □ Discover

Cardholder’s Name: ________________________________________________

Card #: __________________________________________________________ Exp. Date: _____ / _____

Cardholder’s Billing Address: _______________________________________

Signature: ________________________________________________________

All memberships expire December 31 of each calendar year.
Applications received after October 1 will be credited to the following year.

For further information on membership benefits and eligibility, visit the IACP web site www.theiacp.org.
Attracting and Retaining a Good Workforce

There are indications that some of the younger police recruits may be questioning their career choices based on a belief that the police do not respect or use available technologies to make their work easier. Some of this criticism is directed at the hard technology expectations, such as the assumption that every officer of every department has all of the technology tools they have seen in the movies and on television all of their lives. But more importantly than that, young recruits see outdated technology, outdated mind-sets about technology in agency policies and procedures, and outdated approaches to developing solutions to problems. Further, they are accustomed to immediate communication processes and expect a flattened structure that allows instant feedback from any level. Hierarchical structures and processes are foreign to this mind-set and breed rapid frustration.

Even those from military services who are considering careers in civilian law enforcement are finding the state of technology utilization in many departments disappointing. They come to agencies accustomed to the paramilitary structure but also having experienced a high level of technology readily used in everyday training and communications.

It is said that by 2013, a super computer will have more computational ability than the human brain. By 2050, a $1,000 computer will have more computational capability than the entire human race. Simply put, technology continues to propel forward and shows no sign of stopping. Integrating this influence into the organizational culture of a law enforcement agency is a challenge. The assets of any agency reside with employees, and, with a forward-looking mindset, alternative options can be examined and implemented.

Addressing the Problem

Leaders of policing in the 21st century must assess the impact of all of these technology enhancements. Today, officers and civilian law enforcement employees are seeking and expecting a work environment that optimizes technology and the human talent. The people considering careers in law enforcement automatically expect an organizational embrace of this tenet. Agencies that do not will often be dismissed as obsolete.

Law enforcement leaders may recall the profession’s slow response to the reality of computer crimes in the early 1990s. Today, almost every crime has a digital component. So, too, agencies are shifting to a techno-savvy workforce, and their leaders should embrace the change and ensure a positive outcome for those they employ and those they serve.

The IACP and the National Sheriffs’ Association each have committees that will be charged with examining this issue and more specific issues of criminal use of emerging technology (i.e., real crimes in virtual worlds). They will exchange ideas and concerns in an attempt to keep all of law enforcement updated and engaged.

Over the next year, law enforcement leaders may want to seek out information on this matter and challenge their staffs to identify issues and suggest solutions; participate in discussion and work groups on this challenge; support research if the opportunity arises; and, above all, be aware and focused on agencies and their multi-generational workforces.

Notes:
IACP Section Membership Application

IACP Membership is a prerequisite for Section Membership.

Name: _____________________________
Title/Rank: __________________________________________________________________
Agency: ____________________________
Business Address: _____________________________
City, State, Zip, Country: _____________________________
Business Phone: _____________________________ Fax: _____________________________
E-mail: __________________________________________
Web Site: ____________________________________________
IACP Membership #: __________________________________________________________

Signature: ___________________________________________________________________

☐ Capitol Police Section ......................................................... $30
☐ Drug Recognition Expert Section ........................................ $25
☐ Indian Country Law Enforcement Section ......................................... No charge
☐ International Managers of Police Academy and College Training Section ........ $25
☐ Law Enforcement Information Management Section .......................... No charge
☐ Legal Officers Section ....................................................... $35
☐ Mid-Sized Cities Section ................................................... $50
☐ Police Foundations Section ................................................ $20
☐ Police Physicians Section ................................................ $35
☐ Police Psychological Services Section ................................. (initial processing fee) $50
(Must be a psychologist. Upon admission to the section, $50 processing fee applies to annual dues)
☐ Public Information Officers Section ........................................ $15
☐ Public Transit Police Section ................................................ No charge
☐ Railroad Police Section .................................................... No charge
☐ Retired Chiefs of Police Section ........................................... No charge
☐ State and Provincial Police Retired Officers Section ......................... No charge
☐ State and Provincial Police Academy Directors Section .................. No charge
☐ State and Provincial Police Planning Officers Section ...................... No charge
☐ University / College Police Section – Initial Member ....................... $50
☐ University / College Police Section – Each additional member from same institution.......... $15

Payment (Choose only one of the following methods of payment.) Amount to be charged

1. Pay by Credit Card: ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover
   Card #: __________________________________________ Exp. Date: ___/___
   Cardholder’s Name: _____________________________
   Cardholder’s Billing Address: _____________________________
   Signature: __________________________________________
   Fax completed form with credit card authorization to 703/836-4543. Do not mail and fax form as charges will be duplicated.

2. Pay by Check: Make checks payable to IACP (U.S. dollars only) and mail full payment (no cash) with completed form to: IACP: Membership, P.O. Box 62564, Baltimore, MD 21264-2564

3. Pay by Purchase Order: Mail purchase order along with form to: IACP: Membership, 515 N. Washington St., Alexandria, VA 22314-2357

Capitol Police Section
Promotes exchange of information and develops standards for increasing the efficiency and capabilities of each law enforcement agency that provides an exchange of information. Open to individuals who are now, or have been, engaged in or responsible for providing police services at a national or state/province/State/State House.

Defense Chiefs of Police Section
Promotes exchange of ideas and specific information and procedures for law enforcement organizations providing police and security services within military service and defense agencies. Open to individuals who are now or have been engaged in or responsible for providing law enforcement services within an IACP member nation’s military services or defense establishment.

Drug Recognition Expert Section
Provides unique opportunity for those professionals already involved with drug recognition to share common management, training, administrative and practicing concerns.

Indian Country Law Enforcement Section
Promotes the professional status of those engaged in providing police services to Indian Country.

International Managers of Police Academy and College Training Section
Facilitates the exchange of information among those individuals responsible for computers, records, communications or other support-service-related functions.

Police Foundations Section
Promotes networked and the exchange of ideas and best practices among police executives and police foundation professionals.

Legal Officers Section
Assists in the establishment of professional standards, assistance and cooperation among attorneys who provide legal advice or representation to law enforcement administrators.

Mid-Sized Cities Section
Dedicated to providing a voice within the IACP for chiefs of police with a population between 10,000 and 50,000, as well as a forum for these leaders to share the unique challenges and opportunities in policing that emerge from departments of this size. The section is further committed to embracing and leveraging the special capacity and flexibility of those agencies to innovate and drive progressive change within our profession with the goal of better policing our communities.

Police Physicians Section
Facilitates the exchange of information among police medical practitioners, promotes effective police medical practices, and acts as a resource of professional expertise to the association.

Police Psychological Services Section
Develops professional standards, facilitates the exchange of information among police psychological service providers, and acts as a resource of professional expertise to the association.

Public Information Officers Section
Promotes the exchange of information and training among officers who are responsible for planning and implementing effective public information programs.

Public Transit Police Section
Promotes meaningful relationships between police executives and cooperative efforts in the implementation of effective police matters and the achievement of an accepted professional status of the police service. Included in this section are gaming enforcement, public transportation, housing authority, airport police, support police and natural resources.

Railroad Police Section
Explores ways to improve the services of those responsible for ensuring the safety and security of people and goods traveling by rail.

Retired Chiefs of Police Section
Open to IACP members who at the time of their retirement were active members as prescribed in Article II, Section 2 of the IACP Constitution. For the purpose of this section, retirement shall be defined as the voluntary and honorable separation from a position in active and regular police duties because of age, physical disability, or retirement on pension from the agency of employment.

State and Provincial Police Academy Directors Section
Membership is open to individuals currently serving as directors of state and provincial law enforcement training facilities. This section meets annually to exchange information and disseminate proven ideas, plans, and methodologies among members and other organizations interested in enhancing law enforcement training.

State and Provincial Police Planning Officers Section
Open to sworn and civilian members of planning and research units of state and provincial law enforcement agencies, this section meets on an annual basis to share information concerning trends and practices in law enforcement. The section maintains a data bank of current projects in progress, as well as a compilation of information on the status of state and provincial law enforcement agencies.

State and Provincial Police Retired Officers Section
Open to any member or previous member of the IACP who is, or was, affiliated with an agency belonging to the State and Provincial Police Division and who was of command (lieutenant or above) rank at the time of retirement.

University/College Police Section
Provides coordinated assistance in implementing effective university policing practices and achieving an accepted professional status.
IACP Foundation’s Fifth Annual Fundraising Gala
In conjunction with the IACP’s 118th Annual Conference

SATURDAY, OCTOBER 22, 2011 | Black Tie Optional
Reception & Silent Auction: 6:30–7:30 p.m. | Dinner & Program: 7:30–10:00 p.m.
The Hilton Chicago | Grand Ballroom | 720 South Michigan Avenue | Chicago, IL

GUEST SPEAKER

Retired Chief Warrant Officer Four
Michael J. Durant
Master Pilot and Inspiration for the movie Black Hawk Down

An inspirational speaker, Durant illustrates the power of teamwork, leadership, and change through awe-inspiring stories, captivating visuals, and heart-racing accounts of life in the line of fire.

EVENT INFO

CORPORATE SPONSORSHIPS & TABLES OF 10
• Gold Level: $10,000 • Silver Level: $5,000 • Bronze Level: $3,000
Additional corporate sponsorship and visibility options are available for this event. Please see contact information below.

INDIVIDUAL TICKETS: Available for $200 each
Tickets are available for purchase online at www.theiacp.org by clicking on the Chicago Conference logo or by contacting the Foundation at the information provided below.

The Foundation responds to the needs of today’s law enforcement leaders through programs such as the Center for Police Leadership, the Law Enforcement Business Fellowship, Professional Development opportunities, the SELECT Scholarship Program, and no-cost training tools.

All proceeds from this event will benefit the initiatives of the IACP Foundation.

Please contact Foundation Director Patricia Casstevens for ticket information or for more information on table purchase, corporate participation or partnership opportunities.

800.843.4227 x367 | Casstevens@theiacp.org

www.theiacpfoundation.org
The IACP Foundation is a not for profit, 501(c) 3 organization established to solicit, receive, administer and expend funds for law enforcement related charitable and educational purposes. Donations may be tax deductible, please check with your personal tax advisor. Federal Tax ID # 54-1576762.

Please join these committed corporate partners who have already purchased Gala tables. They know the value of Moving Leaders Forward!

Dinner Sponsor

Gold Sponsors

Silver Sponsors

Bronze Sponsors

The Alarm Industry Association

Deloitte
IACP Foundation’s Fifth Annual Fundraising Gala

In conjunction with the IACP’s 118th Annual Conference

SATURDAY, OCTOBER 22, 2011
THE HILTON CHICAGO | GRAND BALLROOM
720 SOUTH MICHIGAN AVE. | CHICAGO, IL

RECEPTION & SILENT AUCTION:
6:30–7:30 pm
DINNER & PROGRAM:
7:30–10:00 pm

PLEASE COMPLETE THE FOLLOWING REQUIRED INFORMATION TO PURCHASE TICKETS

Name ___________________________________________________________________________________

(If applicable) IACP Member No. ___________________________ Agency ___________________________

Address ________________________________________________________________________________

City __________________________________ State ____________ Zip __________________________

Phone ___________________________ Fax ___________________________

E-mail Address ___________________________

Number of Tickets ___________________________ x U.S. $200.00 = $ ___________________________

Additional names _________________________________________________________________________

Payment by check
Make checks payable to IACP Foundation (U.S. dollars, drawn on U.S. banks only) and mail full payment (NO CASH) with completed form to:
IACP Foundation, Patricia Casstevens, 515 N. Washington St. Alexandria, VA 22314

Payment by credit card
Type of card: ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover

Account number ____________________________________________ Exp. Date ___________________________

Cardholder’s Name _______________________________________________________________________

Cardholder’s Address ______________________________________________________________________

City __________________________________ State ____________ Zip __________________________

Cardholder’s Signature ___________________________

Questions?
Contact Foundation Director Patricia Casstevens at Casstevens@theiacp.org or 800-THE-IACP x367.
Fax completed form to 703-836-4743.

The IACP Foundation is a not for profit 501 (c) 3 organization established to solicit, receive, administer and expend funds for law enforcement related charitable and educational purposes. Donations may be tax deductible, please check with your personal tax advisor. Federal Tax ID # 54-1576762.
Proposed IACP Constitutional

By Philip A. Broadfoot, Chief, Danville Police Department, IACP Parliamentarian

For the last 118 years, the IACP has strived to identify, serve, and address the needs of its membership and the law enforcement profession. Its success and stability in meeting this mission is a testament to the dedication, commitment, and wisdom of our members and the leaders they elect to represent them.

Unfortunately, when it comes to electing the IACP leadership, we severely limit the ability of those same members to participate in the process.

Currently, the IACP Constitution only allows those members who are physically present at an IACP Annual Conference to vote for candidates for IACP Office. As a result of this restriction, many active IACP members who find themselves unable to attend an annual conference have no opportunity to make their voices heard.

In response to this situation, earlier this year, IACP President Mark Marshall, with the approval of the Board of Officers, convened an Ad Hoc Committee on Elections to review the process by which the IACP conducts its elections.

As IACP Parliamentarian, I had the honor to serve as Chair of the Ad Hoc Committee. The membership of the committee included IACP President Mark Marshall; IACP First Vice President Walter McNeill; IACP International Vice President David Beer; IACP Vice President-Treasurer Carl Wolf; IACP Past President David Walcheck; Chief Gary Vest (Powell, Ohio); and Donald Chesworth retired New York State Police Superintendent and former IACP Parliamentarian.

The committee members met throughout the year, invited comments and suggestions from the membership, and provided the IACP Executive Committee with updates on their deliberations. The driving principle behind the committee’s work was the belief that in order to promote greater membership involvement in the IACP, the IACP Constitution and Rules should be amended to allow for all eligible IACP Members to vote in the election of the IACP Board of Officers.

This principle was reinforced by a membership survey conducted as part of this review effort, which found that nearly 90 percent of the 1,400 respondents favored allowing all active and eligible members to vote for candidates for IACP Office.

The work of the committee is now complete, and, as required by the IACP Constitution, the Executive Committee has reviewed and approved two proposed amendments to the IACP Constitution that will be placed before the membership at the Chicago conference. These amendments, if adopted, would remove a restriction that limits voting to only those members in attendance at the annual conference and would also provide for the automatic succession of IACP Vice Presidents to the IACP Presidency.

These proposed amendments were drafted after a thorough discussion and considerable debate within the Ad Hoc Committee, with the IACP Board of Officers and the IACP Executive Committee. Throughout the process, all parties involved were focused on the potential impact that these changes could have on our association and its future. The proposed amendments presented to the membership for consideration fully reflect this deliberative process and debate.

The full text of the ballot questions and the actual changes made to the text of the IACP Constitution are provided in the box, but I would like to take this opportunity to provide a more detailed overview of the rationale behind these proposals.

Question #1
Should the IACP Constitution be amended to remove the restriction that eligible IACP members must be present at the annual conference to vote for IACP Constitutional Officers?

Issue Background: Currently, the IACP Constitution requires that in order to vote in IACP elections, an eligible member must be present at the annual conference. The proposed change would amend the articles of the constitution to remove this restriction. This would allow the Executive Committee to determine the means by which all eligible IACP members could vote for IACP Constitutional Officers without being present at the annual conference.

Rationale: As stated earlier, the IACP Constitution, by requiring members to be physically present at an IACP Conference to vote, significantly limits the ability of an active member to participate in the governance process of the association. The change proposed by this amendment would remove the current restriction and empower the IACP Executive Committee to explore options for greater voter participation in future IACP elections.

There are several factors that are important to note about this proposed amendment:

First, adoption of the amendment would not result in an immediate change to IACP election procedures. It simply provides the Executive Committee with the option to modify those procedures in the future if they determine it is in the best interest of the association to do so. It also provides the Executive Committee with the flexibility to review a range of electoral options (absentee voting, mail voting, on-line voting) and determine which, if any, is best suited for the IACP.

Secondly, adoption of the amendment would only remove the voting restriction as it applies to elections for IACP Constitutional Officers. It would not change the current process for amending the IACP Constitution or the approval of IACP membership resolutions. These questions would only be considered by those IACP members who are present at the annual conference.

Question #2
Should the IACP Constitution be amended to provide for the automatic succession of duly elected IACP Vice Presidents to the IACP Presidency?

Issue Background: Currently, the IACP Constitution and Rules requires elected Vice Presidents to stand for election each year in order to ascend to the IACP Presidency, (i.e., Fourth Vice President must run for Third Vice President, etc.) The proposed change would eliminate this requirement and allow the Fourth Vice President, to ascend through the chairs automatically at the conclusion of each term. Under this proposal, each Vice President would still be required to verify annually their eligibility to serve on the Board. In addition, the IACP Executive Committee would retain its authority to discipline and/or remove a member of the Board of Officers for misconduct or malfeasance.

Rationale for Change: Over the years, concern has been expressed by both members of the leadership and the IACP membership at large that the requirement that Vice Presidents stand for election annually represented a potential problem for the effective governance of the association.

Typically, IACP President serves on the IACP Board of Officers for four years prior to assuming the Presidency. During that time, incumbents gain full appreciation of the reach and scope of IACP’s programs and activities, as well as learn the nuances of IACP financial and management practices. This exposure to the IACP and its operations helps ensure that while in office, the IACP President is able to lead the IACP effectively while ensuring the continued stability of the association.

As the constitution is currently written, it is possible that an individual could chal-
Amendments

Proposed IACP Constitutional Amendments

elsewhere in the Constitution and Rules of the requirements for these ballots prescribed activities will be held in accordance with mined by the Executive Committee. These of Officers to Constitutional positions will tor, and committees; and to participate in Vice President–Treasurer, Executive Direc-

Proposal Change to Article VII—Annual Conference

Section 1: Time, Place, and Purpose. Annual conferences shall occur at such time and place as shall be determined by the Executive Committee. If it is later deter-

Section 2: Election of Officers. Election of Officers to Constitutional positions will occur during the annual conference as deter-

The Police Chief

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

Monday, October 24, in the convention cen-

ter. The polling booths will open at 8:00 a.m. and close at 4:00 p.m.

If you are attending the 2011 IACP Annual Conference in Chicago, I urge you to take this opportunity to vote on these proposed amendments. It is my firm belief that approval of the proposed amendments will help to enhance the governance and opera-
tion of our association and ensure the con-
tinuing success of the IACP.

Question 1:

Should the IACP Constitution be amended to remove the restriction that eligible IACP members must be present at the annual conference to vote for IACP Constitutional Officers?

Rationale: Currently, the IACP Constitution requires that in order to vote in IACP elections, an eligible member must be present at the annual conference. The proposed change would amend the Articles of the Constitution to remove this restriction. This would allow the Executive Committee to determine the means by which all eligible IACP members could vote for IACP Constitutional Officers without being present at the annual conference.

Proposed Change to Article VII—Annual Conference

Section 3: Constitutional Amendments. Voting for any proposed amendments to the Constitution will occur at the annual conference as determined by the Executive Committee.

Question 2:

Should the IACP Constitution be amended to provide for the automatic succession of duly elected IACP Vice Presidents to the IACP Presidency?

Rationale: Currently, the IACP Constitution and Rules requires elected Vice Presidents to stand for election each year in order to ascend to the IACP Presidency. (i.e., Fourth Vice President must run for Third Vice President, etc.) The proposed change would eliminate this requirement and allow the Fourth Vice President, to ascend through the chairs automatically at the conclusion of each term. Under this proposal, each Vice President would still be required to annually verify their eligibility to serve on the Board. In addition, the IACP Executive Committee would retain its authority to discipline and/or remove a member of the Board of Officers for misconduct or malfeasance.

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

THE POLICE CHIEF/SEPTEMBER 2011 67
IACP’s publications are available in a variety of formats and cover a variety of topics, including professional development, leadership, management, and supervision, as well as ethics.

The National Law Enforcement Policy Center offers model policies, which incorporate the research findings, the input of leading subject experts, and the professional judgment of advisory board members—who have combined this information with their extensive practical field and management experience. The model policies addressed by the center are selected because they represent some of the most difficult issues facing law enforcement administrators. The policy center continues to develop models in other priority areas. To receive model policies as they are published, please join the center as a subscribing member. The subscription to the policy is sent electronically and provides each agency with policies in both Word and PDF formats. To subscribe, contact policycenter@theiacp.org, or call 1-800-THE-IACP x 319.

Local and state law enforcement agencies use the Training Keys for the most current information in the science and practice of policing. Ideal for roll-call training and formal classroom instruction—as well as independent study, each one includes questions and answers to test and document student learning. All sworn officers can expand their professional law enforcement knowledge by using them systematically and routinely. Concise, authoritative sources of law enforcement information, these six-page, loose-leaf monographs allow law enforcement officers to expand or sharpen their knowledge, skills, and abilities on a broad variety of law enforcement practices and procedures. Each Training Key is prepared by a leading expert and addresses an issue of particular interest to line officers and their supervisors. For more information or to order Training Keys, email trainingkeys@theiacp.org or mail your request to Training Key Program, IACP, 515 N. Washington St., Alexandria, VA 22314-2357; 703-836-6767 x 319; 800-THE-IACP; Fax: 703-836-4544.

Since 1997, the Smaller Law Enforcement Agency Program with support from the Bureau of Justice Assistance, U.S. Department of Justice, has been providing resources for the largest portion of IACP’s membership, departments serving fewer than 50,000 residents. An Advisory Group of smaller agency executives assists in the development and distribution of resources, publications, and guides from the IACP Research Center Directorate’s Smaller Agency Program.

Check the IACP Website for New Publications.

Recently Issued

- Supporting Families of Deployed Law Enforcement Officers, http://www.theiacp.org/LinkClick.aspx?fileticket=rEhfS6FviR0%3d&tabid=494
- Preventing Traffic-Related Line-of-Duty Deaths, http://www.theiacp.org/LinkClick.aspx?fileticket=P9v6Om3HbOg%3d&tabid=109
- Excellence in Law Enforcement Research Award Program, http://www.theiacp.org/LinkClick.aspx?fileticket=SBkHbHPXyY%3d&tabid=87
- Law Enforcement Research Priorities for 2011 and Beyond, http://www.theiacp.org/LinkClick.aspx?fileticket=%2Bik5Yrk0Mw%3d&tabid=87

To search for—or access—most IACP publications and guides, please visit http://www.theiacp.org/PublicationsGuides/Publications/tabid/298/Default.aspx.
SOCIAL MEDIA AT IACP 2011

FOR ASSISTANCE CONTACT THE IACP CENTER FOR SOCIAL MEDIA AT SOCIALMEDIA@THEIACP.ORG.

LOOKING BACK
1ST IACP MEETING
CHICAGO, 1893

FORGING FORWARD
118TH ANNUAL IACP CONFERENCE
CHICAGO, 2011

TWITTER
Follow @IACPOfficial for the latest IACP news and conference happenings. Watch for @IACPOfficial’s Twitter Trivia and you just might walk away with an iPod Shuffle! Tweet about the conference with #IACP2011.

FACEBOOK
Check out the IACP Facebook page where you’ll find updates and information: http://www.facebook.com/TheIACPPage.

THE BLOG
Stay tuned to the IACP Blog for insight into attendee, presenter, and international member experiences; information from the host chief agency; and tidbits from IACP about what to expect, what not to miss, and more: http://theiacpblog.org.

IACP 2011 APP
Access IACP 2011 on your smartphone with our new native application (app) available on the iPhone, the iPad, the Blackberry, and the Android. Access floor plans, the exhibitor list, workshop schedules, hotel information, and shuttle stops—all this and much more is at your fingertips with the IACP 2011 app. Visit http://j.mp/iacp2011 with your device’s default web browser or scan the QR code below to download the IACP 2011 App today.
Full registration to IACP 2011 is limited to IACP members, their non-member guests, family members, and exhibitors. IACP 2011 is not open to the general public. Beginning August 25, 2011, ONLY online registrations will be accepted. Phone registrations are not accepted.

JOIN THE IACP NOW AND SAVE!
SAVE over 52% off the Non-Member rate — Join the IACP and register as a First-Time Member.

Join online with a credit card and take advantage of the First-Time IACP Member registration fee of $275 — a savings of over 52% off the non-member rate. All new members must be sponsored by a current “Active” member. Those joining online will need to wait up to two business days before submitting their conference registration online.

Law enforcement professionals at every level can qualify for membership in the IACP. Those in sworn command-level positions qualify for active membership; others may be eligible for associate membership. See the IACP website for details.

COMPLIMENTARY EXHIBIT HALL PASS for Public Safety Personnel
Sworn officers, first responders, and civilian employees of public safety and government agencies and the armed forces can register for complimentary access to the Exhibit Hall. Public safety includes offices of police, sheriffs, EMS, fire service, hazmat, and park rangers from federal, state, city, county, campus, and tribal agencies and the armed forces. To qualify for this three-day Exhibit Hall-Only Pass, recipients must work for the government or a public safety agency and will be required to show their credentials upon arrival. The IACP reserves the right to refuse ineligible registrations.

First-Time Member Attendees SAVE OVER 20%
IACP members attending the Annual Conference for the first time can take advantage of a special discounted rate. IACP members attending for the first time pay $275 after August 24 and onsite. This is a savings of over 20%!

REGISTER ONLINE NOW!
Go to www.theiacpconference.org and click Attend and Register Now. You will need your member number (or the member number of whom you are a guest) and your credit card for payment. Once your registration is processed, you will receive an email confirmation that also serves as your only receipt. Only credit card payments are accepted online. Internet registration will be open through the conference. Beginning August 25, only online registrations will be accepted.

REGISTER ONSITE!
Onsite registration opens Friday, October 21, 2011, at 1:00 PM at McCormick Place West Convention Center, 2301 South Lake Shore Drive, Chicago, Illinois 60616 USA.

Refund Policy Statement
All cancellations must be made in writing and mailed, faxed (703-836-4543), or emailed (conf2011@theiacp.org) to IACP headquarters. A penalty will apply. No telephone cancellations will be accepted. It will take a minimum of six weeks to receive a refund.

A $50 penalty will be assessed on all cancellations postmarked or fax/email dated on or before September 28, 2011. A $75 penalty will be assessed on cancellations postmarked or fax/email dated between September 29, 2011, and October 19, 2011. No refunds will be issued on or after October 20, 2011. No refunds will be given for no-shows.

Registration may be transferred to another person in your organization by written request to IACP prior to September 20, 2011. After this date, all changes must be made at the conference. Additional charges may apply.

QUESTIONS?
CALL 800-THE-IACP

For up-to-date information about the conference, including the Annual Banquet, IACP’s Host Chief’s Night, the Exhibit Hall, General Assemblies, educational opportunities, and FAQs, visit the conference website: www.theiacpconference.org
Police chiefs and other law enforcement professionals from around the globe will come together at the IACP Annual Conference to:

BE INFORMED by IACP’s comprehensive educational programs.

BE UNITED with old friends, new contacts, and the entire law enforcement community.

BE CONNECTED to hundreds of vendors showcasing the latest innovations and technology.

BE SUCCESSFUL all year-round through the benefits of being an IACP member.

REGISTER TODAY USING SOURCE CODE CH514
Shuttle buses will be provided between hotels and the Convention Center downtown. Chicago is a great town. It’s just a quick trip from most of the hotels to the Convention Center via a dedicated shuttle bus highway; it’s only 15 minutes between hotels and McCormick Place.
Please submit form to:
Travel Planners Inc./IACP
381 Park Avenue South
New York, NY 10016 USA
Phone: 877-IACP-123 (877-422-7123) or 212-532-1660
Fax: 212-779-6128

HOTEL CHOICE:
1. ___________________________________________________________________________________
2. ___________________________________________________________________________________
3. ___________________________________________________________________________________
4. ___________________________________________________________________________________
5. ___________________________________________________________________________________

Arrival Date: ______________________________ Departure Date: _________________________________

FREQUENT GUEST PROGRAM:
Hotel: ____________________________________________________________________________
Account Number: __________________________________________________________________

ROOM TYPE:
- Single (1 person/1 bed)
- Double (2 people/1 bed)
- Twin (2 people/2 beds)
- Triple (3 people/2 beds)
- Quad (4 people/2 beds)

SUITE REQUEST:
- Parlor and one bedroom
- Parlor and two bedrooms

Note: All suite requirements will be subject to approval by the IACP.

SPECIAL REQUIREMENTS:
- If you have any disabilities that require special facilities in your sleeping room, please check here.
  Someone will contact you to discuss further.

MAIL CONFIRMATION TO:
Name: ______________________________________________________________________________
Agency/Organization: _____________________________________________________________________
Mailing Address: ________________________________________________________________________
City: _________________________________________________________________________________
State: ________________________________________________________________________________
Zip/Postal Code: _______________________________________________________________________
Country: ______________________________________________________________________________
Phone: _________________________________ Fax: __________________________________________
Email: ________________________________________________________________________________

PAYMENT:
- Credit Card reservation can be made online at www.theiacpconference.org or by calling 877-IACP-123.

Confirmation will be emailed, faxed, or mailed the next business day after receipt of your request. If you do not hear from Travel Planners Inc. within five business days, please call Travel Planners Inc. and your confirmation will be sent.

Changes and cancellations should be made through Travel Planners Inc. at least three weeks before arrival. Changes may be subject to hotel availability. If changes or cancellations are made less than three weeks before arrival, please refer to your confirmation for specifics on your hotel's change and cancellation policy.

Many hotels are now imposing fees for early departure. This policy is at the discretion of the individual hotel, and the amount of the fee varies by hotel. To avoid an early departure charge, be sure to verify your actual date of departure at the time of check-in.
Thank You

PLATINUM

Alcatel Lucent

SAIC

GOLD

Sprint

verizon

SILVER

GENERAL DYNAMICS

C4 Systems

STARLIMS

BRONZE

American Heart Association

CSC

FEDERAL SIGNAL

Grant Thornton

Information Builders

login

Raytheon

Sava

Twaron

For information on the IACP Sponsorship Program, contact Karissa Jacobs at 530.520.6933 or visit our Web site at WWW.THEIACPCONFERENCE.ORG
## IACP 2011 SPONSORS!

### INTERNATIONAL ACTIVITIES
- accenture

![Accenture Logo](http://www.naylornetwork.com/iac-nxt)

High performance. Delivered.

### IACP HOST CHIEF’S NIGHT
- at&t

![AT&T Logo](http://www.naylornetwork.com/iac-nxt)

### REGISTRATION
- HARRIS

![HARRIS Logo](http://www.naylornetwork.com/iac-nxt)

### IACP SMARTPHONE APP
- verizon

![Verizon Logo](http://www.naylornetwork.com/iac-nxt)

### CONFERENCE BAGS
- BIA

![BIA Logo](http://www.naylornetwork.com/iac-nxt)

**Working Together To Honor America’s Heroes**

### BADGE HOLDERS

### SOLUTIONS PRESENTATION THEATRE

**SUNDAY, OCTOBER 23**
- 2:00 PM 5.11 Tactical Series

**MONDAY, OCTOBER 24**
- 11:00 AM ShotSpotter
- 12:00 PM 5.11 Tactical Series
- 1:00 PM American Heart Association
- 2:00 PM Federal Signal Corporation
- 3:00 PM Architects Design Group

**TUESDAY, OCTOBER 25**
- 11:00 AM Elbeco, Inc.

As of July 31, 2011
Improving Situational Awareness

By David J. Roberts, Senior Program Manager, IACP Technology Center

Situational awareness typically refers to a person being aware of what is going on around him or her. As Toner notes, “Understanding is more than information gathering. It implies gathering the right information (all that is needed, but not too much), being able to analyze it, and making projections based on the analysis. In the best of all worlds, it also means being able to do something with the information (i.e., it is useful information).”

Unlike any other event in recent history, the terrorist attacks of 9/11, demonstrated the critical importance of information sharing, intelligence analysis, and situational awareness for justice, public safety, and homeland security. In the wake of these devastating attacks several assessments revealed the splintered nature of intelligence gathering and analysis and the barriers to information sharing among agencies at all levels of government.

Several initiatives emerged to address these critical issues over the past ten years, including (a) the publication of the National Strategy for Homeland Security, (b) the creation of the Department of Homeland Security, (c) the development of a National Criminal Intelligence Sharing Plan, (d) the creation of the Office of the Director of National Intelligence, and (e) the creation of fusion centers at state and local levels throughout the nation.

State and local authorities recognized the value of organizing information and intelligence collection and analysis and began creating fusion centers. The Department of Homeland Security provided over $254 million in funding to state and local fusion centers 2004–2007 and, in some venues, provides personnel and access to the Homeland Security Data Network and terrorism-related information through the National Counterterrorism Center. By July 2009, 72 fusion centers existed around the nation in state and major urban areas.

Fusion centers are “a collaborative effort of two or more agencies that provide resources, expertise, and information to the center with the goal of maximizing their ability to detect, prevent, investigate, and respond to criminal and terrorist activity.” The centers operate as joint multijurisdictional facilities that can access, assimilate, and analyze data from multiple sources. A critical source of information for fusion centers is the incident, arrest, and investigative information regularly collected by local law enforcement agencies. While much of the initial focus of fusion centers revolved around counterterrorism and homeland security, that mission has expanded to support all crimes, all hazards, all threats.

Raw data that are the natural product of daily law enforcement operations at state and local levels (i.e., incident reports, arrest reports, field interviews, and so on) are the fundamental currency that drives much of the intelligence fusion and information sharing efforts nationwide. As has been observed, the vast majority of information regarding domestic security is found at the local level:

“...In order for us to “connect the dots,” real information sharing is needed between the national government and the ends of the system. That is why the information management challenge the country faces is organizational as much as technical.”

The vast majority of local law enforcement agencies throughout the nation are relatively small, with 86 percent of the 17,876 state and local law enforcement agencies surveyed in 2004 employing fewer than 50 sworn officers, and approximately half (50.4 percent) employing fewer than 10 officers. The National Criminal Intelligence Sharing Plan recognized the challenge facing smaller agencies, noting many state law enforcement agencies and all federal agencies tasked with intelligence gathering and assessment responsibilities have established intelligence functions within their organizations. However, approximately 75 percent of the law enforcement agencies in the United States have less than 24 sworn officers, and more often than not, these agencies do not have staff dedicated to intelligence functions. Officers in these smaller, local agencies interact with the public in the communities they patrol on a daily basis. Providing local agencies with the tools and resources necessary for developing, gathering, accessing, receiving, and sharing intelligence information is critically important to improving public safety and homeland security.

Law enforcement is an inherently dangerous occupation. At no time are officers more vulnerable than when they approach an unknown individual, whether during a traffic stop, criminal investigation, domestic violence call, or a possible mentally disturbed or impaired person. Often, the best protection officers have is access to information about the person with whom they are dealing, the address to which they are dispatched, the vehicle and the driver they have stopped, and other information regarding activities in their jurisdictions. This information provides officers with situational awareness that could significantly increase officer and public safety.

When initiating a traffic stop, standard operating procedure is for an officer to run the vehicle license plate through a number of databases to acquire as much knowledge as possible about the occupants of the vehicle before approaching. A query to determine if there are any outstanding warrants or warrants on the registered owner of the vehicle, for example, could prompt the officer to request...
backup before approaching the vehicle. Once contact with the individual is initiated, the availability of additional information—specifically, verification of the identities of the vehicle occupants—will further increase situational awareness.

Law enforcement officers need tools to provide accurate, timely, complete information in the field. In addition, law enforcement agencies need access to a broad variety of technologies, such as geographic information systems (GIS) in order to build comprehensive situational awareness. Building enterprise-wide information sharing capabilities will enable agencies to improve situational awareness.

Officers can also increase situational awareness through the use of social media or available online services. First responders to a disturbance at a large public event, for example, may acquire critical location and tactical information from public “tweets” or posted photos or video from cell phones. Images from Google Earth could inform officers responding to a crime in progress of potential escape routes or exposure to hostile fire from suspects in or around a building. Real-time access to surveillance systems or traffic cameras via a handheld device could help officers target their response. However, the accuracy and reliability of information must be considered when utilizing public sources, especially in quickly developing situations. Policies governing the use of unsecure public information must be developed, and officers must be trained in the effective use of such tools.

The U.S. Army and Marine Corps are currently developing second-generation observational software that will operate on handheld devices and other platforms: “The purpose of the Joint Battle Command-Platform (JBC-P) is to achieve joint, platform-level interoperability for aviation, ground vehicle and dismounted soldier, and Marine platforms . . . with the JBC-P the military hopes to enable seamless exchange of digital information across the services’ respective networks.”11 A similar approach for civil law enforcement could provide police officers with an invaluable set of tools to enhance officer safety and support their public safety mission.

Ultimately, the development of specific tools for law enforcement and emergency services that provide responders with consistent, secure, and reliable access to real-time information will greatly enhance situational awareness for frontline personnel and help ensure public and officer safety.

Notes:


8The reason we have the Department of Homeland Security and the reason we now have Fusion Centers, which is a relatively new concept, is because we did not have the capacity as a country to connect the dots on isolated bits of intelligence prior to 9/11.” Remarks by Homeland Security Secretary Janet Napolitano to the National Fusion Center Conference in Kansas City, Mo. on March 11, 2009, http://www.dhs.gov/yrnews /speeches/sp_1216975404263.shtm (accessed August 24, 2011).

9For more information on the status of Department of Homeland Security fusion center support, see http://www.dhs.gov/files/programs/ gc_pdf/11568781784684.shtm

10Fusion Center Guidelines, 12.

11It should be noted that fusion centers are not necessarily independent agencies residing in “brick and mortar” buildings, but rather they are analytic functions and sometimes virtual organizations housed within existing law enforcement organizations.

12The guidelines should be used for homeland security, as well as all crimes and hazards.” Bureau of Justice Assistance, Fusion Center Guidelines, 2.

13The National Suspicious Activity Reporting Initiative (NSI), for example, relies on information contributed by state and local law enforcement agencies, as well as private industry and the general public. For more information about the NSI, see http://nsi .ncic.gov/. Similarly, the Law Enforcement National Data Exchange (N-DEx) program collects incident and case reports from law enforcement agencies throughout the nation, as well as booking and incarceration data and parole/probation information, in order to provide a central, national repository of critical information and analytic capabilities for state and local agencies. For more information about the N-DEx program, see http://www.dbi.gov/hq/cjisd/index/index_home.htm.


16The National Criminal Intelligence Sharing Plan, 1.

The advertisers in this issue can help equip your department with the most efficient tools available today!

Always mention the Police Chief when contacting our advertisers.

<table>
<thead>
<tr>
<th>Index To Advertisers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alcatel-Lucent</td>
</tr>
<tr>
<td>American Military University</td>
</tr>
<tr>
<td>Architects Design Group</td>
</tr>
<tr>
<td>Atlantic OccupPsych</td>
</tr>
<tr>
<td>Bode Technology</td>
</tr>
<tr>
<td>Brattleboro Retreat</td>
</tr>
<tr>
<td>Chrysler Group LLC</td>
</tr>
<tr>
<td>Coplogic, Inc.</td>
</tr>
<tr>
<td>Fairleigh Dickinson University &amp; The New York Times Knowledge Network</td>
</tr>
<tr>
<td>HRC&amp;M, Inc.</td>
</tr>
<tr>
<td>Hufcor</td>
</tr>
<tr>
<td>IACP Assessment Centers and Promotional Testing</td>
</tr>
<tr>
<td>IACP Center for Police Leadership &amp; Training</td>
</tr>
<tr>
<td>IACP Center for Social Media</td>
</tr>
<tr>
<td>IACP Conference: Banquet</td>
</tr>
<tr>
<td>IACP Conference: Housing Form</td>
</tr>
<tr>
<td>IACP Conference: Housing Information</td>
</tr>
<tr>
<td>IACP Conference: Registration Information</td>
</tr>
<tr>
<td>IACP Conference: Save the Date</td>
</tr>
<tr>
<td>IACP Conference: Social Media</td>
</tr>
<tr>
<td>IACP Conference: Special Events</td>
</tr>
<tr>
<td>IACP Conference: Sponsorships</td>
</tr>
<tr>
<td>IACP Discover Policing</td>
</tr>
<tr>
<td>IACP Foundation</td>
</tr>
<tr>
<td>IACP Membership Application</td>
</tr>
<tr>
<td>IACP Merchandise</td>
</tr>
<tr>
<td>IACP Net</td>
</tr>
<tr>
<td>IACP Publications</td>
</tr>
<tr>
<td>IACP Section Membership Application</td>
</tr>
<tr>
<td>IACP Subscriptions and Digital Issue</td>
</tr>
<tr>
<td>IAPro by CI Technologies</td>
</tr>
<tr>
<td>Information Builders, Inc.</td>
</tr>
<tr>
<td>Laser Labs, Inc.</td>
</tr>
<tr>
<td>Laser Technology, Inc.</td>
</tr>
<tr>
<td>Loyola University New Orleans</td>
</tr>
<tr>
<td>Martel Electronics Sales Inc.</td>
</tr>
<tr>
<td>Mistral Security, Inc.</td>
</tr>
<tr>
<td>Mistral Security, Inc.</td>
</tr>
<tr>
<td>Northwestern University Center for Public Safety</td>
</tr>
<tr>
<td>Pelco by Schneider Electric</td>
</tr>
<tr>
<td>Purdue Pharma L.P.</td>
</tr>
<tr>
<td>Reeves Company, Inc.</td>
</tr>
<tr>
<td>Roger Williams University</td>
</tr>
<tr>
<td>Saint Joseph's University</td>
</tr>
<tr>
<td>Sirchie</td>
</tr>
<tr>
<td>Southern Police Institute</td>
</tr>
<tr>
<td>SpeakWrite</td>
</tr>
<tr>
<td>SunGard Public Sector</td>
</tr>
<tr>
<td>Total Recall Corporation</td>
</tr>
<tr>
<td>TowXchange, Inc.</td>
</tr>
<tr>
<td>Verizon Wireless</td>
</tr>
<tr>
<td>Walden University</td>
</tr>
</tbody>
</table>

The IACP does not recommend, endorse, or accept responsibility for the proper performance of any product advertised in these pages.

For advertising information, call Steve Currie, The Coy Group at 877-247-7142

http://www.naylornetwork.com/iac-nxt
FREE INFORMATION with QUICK ACCESS

Receive FREE information FAST from companies featured in this issue of the Police Chief

Digital Edition
Find the digital edition at http://www.naylornetwork.com/iac-nxt. Just place the mouse pointer on the advertisement page and click to access the company’s website.

Print Edition
While reading the print edition, type the company’s website address found on the Index to Advertisers page or directly from the advertisement. Call the company, since phone numbers are found on the Index to Advertisers page and in their advertisements.

SUBSCRIPTION/ADDRESS CHANGE

ONLINE www.PoliceChiefMagazine.org/subscribe
FAX Mairi Ferguson 703-836-5386
MAIL Police Chief, 515 N. Washington Street
Alexandria, VA 22314

Name ____________________________________________
ID Number (on label) ______________________________
Title ____________________________________________
Department / Agency _______________________________________
Phone (_______) ________________________________

☑ Yes, sign me up for the IACP e-mail newsletter
E-mail: ____________________________________________

☑ Address change (ID number required) _________________________
☑ Renewal (ID number required) ______________________________

☑ New subscription
1-year subscription $25.00
2-year subscription $42.00

This section must be completed to process your order:

Agency/Affiliation
☑ Municipal/county police
☑ Sheriff’s dept.
☑ State agency
☑ Federal agency
☑ Campus police
☑ Military
☑ Police academy
☑ Security
☑ Univ./college library
☐ Other

Rank/Occupation
☑ Chief executive
☑ Sheriff
☑ Command staff
☑ Supervisory personnel
☑ Line officer
☑ Police civilian
☑ Crim. justice professor
☑ Police equipment
☐ dealer/distributor/
☐ manufacturer
☐ Other

Population of Jurisdiction
☑ Under 2,500
☑ 2,500 - 9,999
☑ 10,000 - 49,999
☑ 50,000 - 99,999
☐ 100,000+

DELIVER MAGAZINE TO: ☐ Home ☐ Business
Street address (include apt. no.) ____________________________________________
City ____________________________________________
State _____________ Zip _________________________________________

☑ Yes, I want the digital edition at http://www.naylornetwork.com/iac-nxt
☑ Please add $5.00 to your subscription to receive the digital edition

PAYMENT MUST ACCOMPANY ORDER
☑ Purchase order enclosed
☑ Check/money order enclosed (make payable to IACP/Police Chief Subscriptions)
U.S. dollars, drawn on U.S. banks only and mail full payment (no cash) with completed form to: Subscription Department, IACP, P.O. Box 90976, Washington, D.C. 20090-0976.

Charge my: ☐ Visa ☐ MasterCard ☐ Discover ☐ American Express
Cardholder’s name ____________________________________________
Address ____________________________________________
City ____________________________________________
State _____________ Zip _________________________________________
Phone ____________________________________________
Exp. date ____________________________________________

Signature ____________________________________________

The Digital World of Information
Police Chief Magazine – Digital Edition
http://www.naylornetwork.com/iac-nxt

Always mention the Police Chief when contacting advertisers.
Ticketing Aggressive Cars and Trucks (TACT): Washington State’s Efforts to Reduce Collisions Involving Commercial Vehicles

By Steven D. Johnson, Lieutenant, Washington State Patrol

In 2005, the WSP, in partnership with the Washington State Traffic Safety Commission (WTSC) and multiple county and local law enforcement agencies, initiated the Ticketing Aggressive Cars and Trucks (TACT) program. The same year, the Commercial Vehicle Division (CVD) of the WSP reported 49 CMV fatality collisions resulting in 55 deaths. The WSP TACT program recognizes the need to address these problems. To do so, it developed partnerships through the application of a community-oriented policing model, provided education to motorists, and implemented an enforcement emphasis plan.

Development

Goal number 1 in the WSP strategic plan is to “Make Washington roadways and ferries safe for the efficient transit of people and goods.” One obvious way of reaching that goal is through the reduction of collisions. With that goal in mind, a trooper assigned to CVD initiated a Problem Oriented Public Safety (POPS) project in 2003. POPS is the WSP’s version of community policing. The Step Up and Reduce Injuries through Driver Education (RIDE) program puts troopers in semitrucks to videotape and observe the behaviors of other drivers. As troopers saw violations occur, they notified other troopers and officers stationed in the area. Those troopers and officers then contacted the violator for enforcement. The Step Up and RIDE program was successful, but, more importantly, it helped define the problem and develop a more complete response. It became evident that drivers of passenger vehicles did not understand the consequences of their driving behaviors when sharing the road with large trucks. An additional benefit of the Step Up and RIDE program was the development of strong partnerships with a diverse group of stakeholders, including representatives from various states and local agencies and trucking industry representatives such as the WTA.

In 2004, the U.S. Congress directed the National Highway Traffic Safety Administration and the Federal Motor Carrier Safety Administration (FMCSA) to educate drivers of passenger vehicles on how to safely share the road with large trucks. Based on what was learned from Step Up and RIDE and other programs, Washington State was selected to develop and initiate a pilot project to further address collision-causing behavior associated with passenger vehicle drivers in relation to large trucks. The TACT program was Washington State’s response to “increase awareness by the driving public about dangerous driving behaviors around moving CMVs.”

The TACT program was initiated in 2005, and, as part of the pilot project, the following goals were identified:

1. To test the effectiveness of high-visibility enforcement in reducing high-risk unsafe driving behaviors that contribute to CMV crashes.
2. To document unsafe driving behaviors around CMVs by both CMV and passenger vehicle drivers. The specific driving behavior targeted was cutting off large trucks. Other behaviors targeted were tailgating, speeding, and aggressive driving.
3. To measure public awareness of the combined campaign of enforcement, paid and earned media, and outreach.
4. To develop a model that is replicable in other states.

The 2005 TACT project called for a collaborative approach involving both educational

---

Basic physics tells us that when a passenger vehicle is involved in a collision with a large truck—a vehicle used in commerce with a gross vehicle weight rating of more than 10,000 pounds—the likelihood of a death or injury to an occupant in the passenger vehicle is increased compared to other collisions. An analysis of the available data shows that the passenger vehicle driver is the cause in more than half of the large truck versus passenger vehicle fatality collisions, with the percentage ranging from 56 percent to 75 percent. One study points out that while 80 percent of collisions resulting in 55 deaths. Eighteen (69 percent) of the collisions were caused by a passenger vehicle failing to yield, speeding, making improper U-turns, or crossing over the centerline or by driver inattention.

In 2010, the Washington State Patrol (WSP) has been consistent with those findings. The 26 fatality collisions involving large trucks in Washington State during 2010 resulted in 27 deaths. Eighteen (69 percent) of the collisions were caused by a passenger vehicle failing to yield, speeding, making improper U-turns, or crossing over the centerline or by driver inattention.4
outreach and enforcement. A study to measure the program’s success was designed to include the identification of both test and control highway corridors with similar traffic patterns and characteristics, pre- and post-event surveys, and data collection and analysis.

Once the sites were selected, public feedback was used to develop a road sign that communicated both the necessity of a safe merging distance and the enforcement message. A Seattle advertising company was hired to produce and air radio advertisements. Because of its relationship with the local media, the advertising company was able to secure both peak airtime and additional free spots. Print ads were used along with a series of press releases and events involving both TV and newspapers. A series of posters, banners, flyers, and road signs were produced, distributed, and displayed. Additionally, large trucks wrapped in TACT banners traveled up and down the previously identified intervention corridors while conducting their daily business. The media emphasis ran prior to and during the increased enforcement efforts.

The enforcement effort consisted of two phases lasting two weeks each and running Monday through Friday from 6:00 a.m. to 2:00 p.m. The days and times selected for the emphasis patrols were based on collision data. A total of 4,737 contacts were made (approximately 237 per day). Of the violators contacted, 72 percent (3,410 people) were cited. While the enforcement was generally spread evenly across all days and times, 17 percent (805) of the contacts occurred during the morning rush hour (7:00 a.m. to 8:00 a.m.).

Once the project was completed, drivers were surveyed to see if there had been any change between pre- and post-event exposure to the traffic safety message. Researchers learned that there had been a significant increase in awareness and in self-reported compliance. Through rigorous evaluation, it was “confirmed that intensive selective traffic enforcement that is well-publicized can produce large gains in drivers’ knowledge, attitudes, and self-reported behaviors about driving around large trucks.” In addition, “An innovative road sign that combined a positive message to (‘Leave More Space’) with an enforcement warning (‘Don’t Get a Ticket’) was effective.”

The TACT Program Today

The WSP TACT program has been active now for more than five years. The original TACT pilot program did not provide any data or information that supported using this tactic as a long-term approach to addressing the stated problem. Additionally, it focused on high traffic volume areas, leaving a question about its effectiveness in a rural setting. As a result, in 2009, a second grant was secured from FMCSA to evaluate the TACT program. This time, researchers were asked to evaluate the applicability of the TACT to a rural setting, as well as its effectiveness over time. The WSP commissioned the Social and Economic Sciences Research Center (SESRC), affiliated with the Washington State University, to provide that evaluation. In general, research conducted by the SESRC followed the 2005 study conducted by the WTSC and Dunlop Associates Inc. and expanded to include more rural road information. However, there were some differences that affect a direct comparison of the two studies.

As part of the 2009 study, five focus groups were conducted to (1) attain a better understanding of participants’ current knowledge of traffic emphasis programs; (2) evaluate the questionnaire; (3) obtain feedback on the TACT materials (sign, brochure, and poster); and (4) find out about experiences and attitudes regarding aggressive driving. A survey was also conducted to evaluate the long-term recall associated with the message conveyed in 2005. In 2009, motorists were asked if their driving behaviors around large trucks had changed for a longer period of time (three years) as opposed to two months in 2005. Another difference was that the road signs were in place for a longer period of time (approximately one year) in 2005, while in 2009, the signs were in place only for the duration of the two designated emphasis periods, approximately 10 weeks. A unique aspect of the 2009 study was an opportunity to survey a number of drivers who had received tickets or warnings as part of a TACT emphasis.

The 2009 evaluation confirms what was known based on both the 2005 study and anecdotally: The program works. As the 2009 TACT program evaluation findings state, “Each stage of the evaluation, from focus groups through the survey components and stages, consistently supports that TACT was effective in promoting the main messages, increasing driver awareness, changing knowledge, and changing of self-reported behavior.” Other findings from the 2009 evaluation confirm that drivers who were stopped by law enforcement had a higher level of awareness, and they now leave more space when passing following large trucks and stay out of blind spots.

Federal Support

Based on Washington State’s experience, the TACT program has been put into practice in other states including Alabama, Georgia, Kentucky, North Carolina, Pennsylvania, and Texas. Currently, the FMCSA is both encouraging and supporting the expansion of TACT programs to more states. The FMCSA has identified a TACT project director and established a website to provide access to resources including a best practices clearinghouse. The website identifies multiple groups of stakeholders from around the country including law enforcement representatives, traffic safety organizations, and industry representatives. It also provides access to reference material such as guidelines for developing a program, presentations, and brochures. Agencies may qualify for federal funding under the Motor Carrier Safety Assistance Program (MCSAP). MCSAP funds are available through high-priority discretionary grant funding to state and local agencies to provide financial assistance in reducing the number and the severity of collisions involving large trucks. The FMCSA website identifies the TACT requirement associated with the MCSAP grant application process and reporting Please visit http://www.fmcsa.dot.gov/safety-security/tact/index.htm for more information.

Conclusion

Multiple studies have been conducted identifying and considering different aspects and the scope of the problems associated with large truck collisions and the frequency of injury or death when a passenger vehicle is involved. Washington State has participated in several studies that clearly show the benefits in implementing a TACT program. In response to a recognized national problem and based on documented success, the federal government has developed and provided resources, including potential funding opportunities, to support the development and implementation of TACT programs.

http://www.naylornetwork.com/iac-nxt
A TACT program provides several advantages that are applicable to small, local jurisdictions as they are large, state jurisdictions. For example, implementing a TACT program results in an increase in teamwork among multiple stakeholders, along with a focused response to a specific problem. Through strategic deployment of resources and a coordinated emphasis effort, drivers can be left with a lasting impression that provides an opportunity to influence a larger population of drivers than can be impacted by only one officer or press release. In fact, “the beauty of this program is that it can be maintained and operated with existing resources and during regularly scheduled shifts.”29

Coupling aggressive, focused enforcement activities with education and community outreach components does have an impact on traffic safety. Agencies should not automatically dismiss implementing a TACT program because they are unable or unwilling to participate in comparison studies, collect additional data, or commit additional resources often required to qualify for a grant. Washington and other states have completed the data collection and analysis that demonstrate the program works and can be done successfully with available resources.

In Washington State, the TACT program contributed to a reduction in fatality collisions involving large trucks from 49 fatality collisions with 55 deaths in 2005 to 26 fatality collisions with 27 deaths in 2010.23 This represents a 53 percent reduction in fatality collisions involving large trucks and passenger vehicles but more importantly, it represents 28 families who were not devastated by the loss of a loved one. The outcome of the TACT program is lives saved.

Notes:


7. Ibid.


10. Ibid.


13. Ibid.

14. Ibid.

15. Ibid.

16. Ibid.


Notes:
11. Ibid.

12. Ibid.

13. Ibid.

14. Ibid.

15. Ibid.

16. Ibid.

17. Ibid.

18. Ibid.

19. Ibid.

20. Ibid.

21. Ibid.

22. Ibid.

23. Ibid.

24. Ibid.

25. Ibid.

26. Ibid.

27. Ibid.
Make effective, forward-thinking leadership decisions.

Leverage Experience
Leverage the experience of more than 4,000 law enforcement professionals and 1,600 agencies.

Use IACP Net to
- Find best practices and new ideas.
- Compile policies and procedures.
- Network with similar-sized agencies.
- Engage the community.

Anticipate Issues
Gain control of the issues and make decisions based on reliable information.

IACP Net helps you
- Research emerging technologies.
- Prepare for the next designer drug.
- Understand legal liabilities for pursuits and other police actions.

Optimize Outcomes
Improve your job performance and your department’s reputation.

Find information to
- Develop and train staff.
- Locate grants, funding opportunities, and cost-saving programs.
- Optimize assets.
- Manage personnel.

Have questions? Call us at 800.227.9640.

Make informed leadership decisions with IACP Net™

Join www.iacpnet.com today.

STRENGTH THROUGH COOPERATION®

IACP Net™ is a service mark of Login, Inc.
Strength Through Cooperation® is a registered service mark of Login, Inc. All rights reserved.
Bode Technology commemorates the victims of September 11, 2001

We feel honored to have helped bring some measure of closure to the victims' families.

Bode is committed to developing new technologies to provide answers quicker when mass disasters occur.

Our deepest sympathies are extended to all of the families who have suffered from this terrible tragedy.