Big Ideas
for Smaller Law Enforcement Agencies

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Smaller Agency Accreditation: Realistic, Valuable, Evolving

By Gary Cordner, Professor at Kutztown University and CALEA Commissioner and Craig Hartley, CALEA Deputy Director/Chief of Staff

Over the past several decades, accreditation has proven to add value to the law enforcement profession, but the idea of accreditation for law enforcement agencies was controversial in the late 1970s when the International Association of Chiefs of Police (IACP), National Sheriff's Association (NSA), National Organization of Black Law Enforcement Executives (NOBLE), and the Police Executive Research Forum (PERF) began the process of establishing the Commission on Accreditation for Law Enforcement Agencies (CALEA). The four founding organizations eventually produced over 900 professional standards; created a process of self-study, on-site assessment, annual reporting, and reaccreditation; and established an independent commission to oversee the standards and process. The first law enforcement agency was accredited by CALEA in 1984.

Since then, participation in CALEA has grown to over 1,000 agencies. The standards have been condensed and revised through several editions and now number 463. The accreditation process has also been refined over the years in pursuit of three main objectives:

1) Verifying that client agencies comply with applicable standards;
2) Focusing the process more on substance and less on paperwork;
3) Making the process as efficient and affordable as possible.

Making accreditation feasible and beneficial for smaller law enforcement agencies has always been an important objective and a major challenge. CALEA has several efforts underway to make accreditation even more realistic and valuable for smaller agencies.

Benefits for Smaller Agencies

Credibility can be seen as the signature benefit of CALEA Accreditation, especially for smaller agencies. The public is often skeptical about the competence and professionalism of its government, including public safety agencies. External assessment and verification by a national/international accrediting body provides the most convincing evidence that an agency is operating according to professional standards and best practices.

Continued…

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Smaller Agency Accreditation: Realistic, Valuable, Evolving

Smaller agencies and larger agencies alike reap a multitude of benefits from accreditation. The CALEA website identifies the following benefits of accreditation:[i]

> ## Benefits of Accreditation
>
> - **Greater accountability within the agency**. CALEA Standards give the Chief Executive Officer a proven management system of written directives, sound training, clearly defined lines of authority, and routine reports that support decision-making and resource allocation.
>
> - **Reduced risk and liability exposure**. Many agencies report a reduction in their liability insurance costs and/or reimbursement of accreditation fees.
>
> - **Stronger defense against civil lawsuits**. Accredited agencies are better able to defend themselves against civil lawsuits. Also, many agencies report a decline in legal actions against them, once they become accredited.
>
> - **Staunch support from government officials**. Accreditation provides objective evidence of an agency's commitment to excellence in leadership, resource management, and service-delivery. Thus, government officials are more confident in the agency's ability to operate efficiently and meet community needs.
>
> - **Increased community advocacy**. Accreditation embodies the precepts of community-oriented policing. It creates a forum in which law enforcement agencies and citizens work together to prevent and control challenges confronting law enforcement and provides clear direction about community expectations.

Against these benefits, any law enforcement agency needs to weigh the costs of accreditation. One analysis of accredited versus non-accredited agencies in Ohio came to the conclusion that CALEA Accreditation actually saves money – the average 25-member accredited agency paid thousands less per year in insurance claims and civil litigation than comparable non-accredited agencies.[ii] Importantly, the non-accredited comparison agencies in this analysis were not mismanaged agencies, but rather well-managed agencies eligible to be included in a regional municipal self-insurance pool. Thus, CALEA Accreditation provides a value-added savings, even for otherwise well-run law enforcement agencies.

Findlay Township (PA) Police Department, which has been CALEA Accredited since 1993, is one case study of the benefits of smaller-agency accreditation. They cite a wide range of benefits that their agency has realized from accreditation: addressed key issues such as auditing informant funds; reduced cost of insurance premiums; improved justifications for agency budget requests; improved defense against civil liability; lessened contentious personnel issues; gained an edge in recruiting experienced officers; and improved public image and citizen approval. In the chief's words:

> *"I find it is simply not possible to enter the accreditation process and not be a better and more professional agency upon completing the program … We take great pride in advising the members of our community that the Findlay Township Police Department is performing professionally and is operating in accordance with the highest standards promulgated within the law enforcement community. It is significantly more credible when a team of independent CALEA-trained assessors verifies that claim and CALEA awards our department an Accreditation Certificate."[iii]*

Smaller Agency Participation

At its inception, CALEA incorporated three provisions intended to assist smaller agencies (those with 1 - 24 personnel): (1) if an agency is not responsible for a particular function, such as court security or detention, those standards are "N/A by function"; (2) some standards are coded "N/A" for smaller agencies, such as the requirement for a written directive governing the agency's selective traffic enforcement activities; and (3) numerous other standards (ones not dealing with life, health, safety, or legal issues and not deemed essential law enforcement requirements) are coded as other than mandatory ("O") – agencies need only comply with 80% of these, providing a measure of flexibility for smaller agencies.

As a result of these provisions, smaller agencies are not required to comply with all 463 current standards in order to achieve accredited status, making accreditation more achievable. Recently, for example, the Millsboro (DE) Police Department (14 total personnel) met 338 standards for initial accreditation; the Milford (OH) Police Department (17 personnel) met 347 standards for its third reaccreditation; and the German Township (OH) Police Department (7 personnel) met 339 standards for its third reaccreditation.

Smaller Agency Accreditation: Realistic, Valuable, Evolving

One of the first agencies to achieve CALEA Accreditation in 1984 was a smaller agency, the Mt. Dora (FL) Police Department. Since then, however, accreditation in smaller agencies has not kept pace with accreditation in medium-sized and large agencies. There are presently only 24 A-size CALEA Accredited agencies, along with 14 others currently in the self-assessment process. As noted below, CALEA Accreditation is more prevalent with larger agencies, but has not been as common in smaller agencies.[iv]

CALEA Size Category	Number of Personnel	Participation Rate
A	1-24	< 1%
B	25-74	20%
C	75-299	33%
D	300+	50%

These figures indicate that about half of the larger law enforcement agencies (300+ personnel) in the country are CALEA Accredited or pursuing accreditation, compared to less than 1% of the smaller agencies (those that have 1 to 24 personnel). Since the majority of law enforcement agencies in the U.S. are considered smaller, it would follow that the majority of accredited agencies would also be smaller, however, that has not been the case.

Challenges for Smaller Agencies

Why is there such a low level of participation by smaller agencies? The predominant reasons for not participating are related to financial and human resource limitations. The annualized direct cost of initial CALEA Accreditation for a smaller law enforcement agency is roughly $4,385, and the annualized reaccreditation cost is approximately $3,435. Although this is a comparatively small cost item, many law enforcement agencies struggle with competing budget priorities.

An even more critical issue for smaller agencies is often the availability of staff to complete the work of accreditation. Very few smaller agencies have a full-time accreditation manager – more often, it is an extra duty for a sergeant, deputy chief, chief's secretary, or the chief or sheriff. One of the most challenging hurdles for a smaller agency is often finding staff who have the time to conduct policy development and coordinate the work involved in achieving, and maintaining, accredited status.

These two challenges can be overcome in various ways. Smaller agencies have used incentive funds from insurance providers, asset forfeiture funds, state grants, and even automated traffic enforcement revenue to help pay the direct costs of accreditation. In addition, there is a CALEA Agency Support Fund (CASF) that CALEA uses to help qualifying agencies offset the costs of accreditation.

Smaller agencies have also devised creative staffing solutions to support their accreditation efforts. Some agencies with seasonal workloads assign accreditation duties during slower work periods. Similarly, accreditation duties have been assigned to School Resource Officers (SROs) while out during the summer or to late-shift supervisors. Other agencies have assigned accreditation coordination to civilian staff including consultants, part-time staff, and trained volunteers.

Unfortunately, inaccurate perceptions about accreditation still deter some agencies from involvement. These misconceptions include that accreditation requires exorbitant costs and staff time and that CALEA is run by the federal government (it is actually independent and still affiliated with its four founding law enforcement membership associations). Another misconception is that CALEA dictates how to run a police department or sheriff's office – in fact, CALEA standards generally identify what needs to be done, but not how to do it. The CALEA standards and overall accreditation program have always been more flexible than many realize. This is a necessity given the wide variety of participating law enforcement agencies and differences in government, laws, and customs. CALEA's standards and process have proven flexible enough to be used by municipal, county, state, federal, and private law enforcement agencies in the United States, Canada, and Mexico, with growing interest in other countries as well.

Making CALEA More User Friendly

CALEA is committed to making its accreditation standards and process more accessible and user friendly for all agencies, but especially for smaller agencies. During 2010, several adjustments will be considered, including:

Enhanced feedback – Existing mechanisms for obtaining input and feedback from CALEA client agencies, assessors, conference attendees, and the broader public safety community will be improved to make sure that CALEA is listening carefully to the needs and concerns of current and potential clients.

Streamlined process – CALEA accreditation and reaccreditation processes have evolved incrementally over the years, but it may be time to consider more significant changes. For example, CALEA may consider completing reviews of files and proofs electronically, thus

shortening the duration of on-site assessment, and allowing on-site time to be devoted more to substance rather than paperwork. Also, when an agency is up for its second, third, or later reaccreditation, perhaps reviewing compliance with a sample of standards, rather than every standard, would provide for ongoing eligibility for accredited status.

Revised program structure – Two CALEA programs are currently available for law enforcement agencies: A*ccreditation* based on 463 standards and *Recognition* based on 112 standards. It might be time to reconsider this two-tiered program structure. For example, a more multi-tiered system could recognize different levels of accredited status – something like accredited, accredited with honors, and accredited with high honors. This kind of system might make accreditation more feasible for smaller agencies, while still providing incentives for both smaller and larger agencies to demonstrate compliance with the largest possible number of standards.

At this time, these adaptations to CALEA's programs and process are in the early discussion phase. CALEA Commissioners and staff are determined to seek the widest possible input and to consider any and all responsible proposals for enhancing law enforcement accreditation. A committee chaired by Commissioner Grayson Robinson, Sheriff of Arapahoe County, Colorado and Commissioner Gary Cordner will be spearheading this effort and they encourage smaller agency executives to contact them with their ideas.

With over 1,000 participating agencies, CALEA has reached an important plateau in its mission to support professionalism in public safety. By the same token, there are 17,000 U.S. law enforcement agencies *not* engaged with CALEA, most of them smaller agencies. CALEA hopes to expand its reach in the years to come, and specifically asks for smaller agency executive's ideas and suggestions for making accreditation more

valuable and realistic for smaller law enforcement agencies nationwide.

Author Bios

Gary Cordner was police chief in St. Michaels, Maryland from 1984 to 1987. He is retired from Eastern Kentucky University where he served as a Professor of Police Studies from 1987-2008 and Dean of the College of Justice & Safety from 1997-2003. He is now a Professor of Criminal Justice at Kutztown University (PA) and a CALEA Commissioner. Gary can be reached at cordner@kutztown.edu.

Craig Hartley serves CALEA as Deputy Director and was formerly an assistant chief of police for the Greensboro, North Carolina Police Department. He also served the Commonwealth of Virginia's Executive Branch as Director of Policy, Planning and Research within the Department of Criminal Justice Services. Craig can be reached at chartley@calea.org.

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[i] On-line at http://www.calea.org/Online/CALEAPrograms/LawEnforcement/lawenfbenefits.htm.

[ii] John Nielsen and Danny O'Malley. nd. "Accreditation Saves Money." On-line at http://www.calea.org/Online/Articles/accreditationsavesmoney.htm.

[iii] Paul C. Wilks. nd. "Accreditation for Small Agency Has Lasting Effects," *Accreditation Works* No. 57. On-line at http://www.calea.org/Online/newsletter/No91/aw57.htm.

[iv] Gary Cordner and Roy Gordon. 2009. "Accreditation for Small Law Enforcement Agencies," *CALEA Update* No. 101 (October): 12-15. On-line at http://www.calea.org/Online/newsletter/No101/smalllawenforcementagencies.htm.

EVAW International Hosts On-Line Training Institute on Sexual Assault Investigation

By Kimberly A. Lonsway, Ph.D. and Sgt. Joanne Archambault (Ret.)

End Violence Against Women (EVAW) International is a non-profit organization working to improve the criminal justice and community response to violence against women. EVAW provides education, training and research, and promotes multidisciplinary collaboration which enables responding professionals to better support victims and hold offenders accountable. EVAW International also fosters effective prevention programs, all toward the vision of eliminating violence against women.

EVAW International hosts the On-Line Training Institute (OLTI), a state-of-the-art training tool for professionals involved in the criminal justice and community response to sexual assault; this online training tool was originally developed, with support from the Office on Violence Against Women (OVW), with information specifically relevant for and accessible to rural communities. The emphasis is on sexual assaults that are committed against an adult or adolescent by someone who is known to the victim (i.e., a non-stranger). Training content is primarily focused on the techniques for successful law enforcement investigation and prosecution, as well as coordinated community response (e.g., Sexual Assault Response and Resource Teams). It is, therefore, particularly beneficial for law enforcement personnel because of the critical role that they play in investigating and prosecuting sexual assault cases. However, training is also designed for professionals in other fields, such as: forensic medicine, victim advocacy, victim-witness assistance, prosecution, health care, mental health, social services, probation/parole, the judiciary, the military, and higher education.

Description of the OLTI

There are currently 12 training modules available in the OLTI. A current listing is available on the EVAW International website, http://www.evawintl.org. OLTI participants work through these modules by reading text (either on-line or in paper format) and then applying newly acquired knowledge in realistic and interactive scenarios, as well as assessment methods such as quizzes, tests, and case studies. Training modules vary in length, from approximately 1-10 hours. After successfully passing an end-of-course test, participants receive a personalized certificate that can then be used to apply for continuing education units.

Registration in the OLTI

Registration in the OLTI is simple. It takes only a few moments and requires basic information about the registrant, including an email address. Because the OLTI was originally developed for professionals in rural and remote communities, the technical requirements are also minimal. All that is needed is a computer with basic system requirements for hardware, setup, internet connection, media, and software. More information is available at the OLTI website, as well as a browser test to ensure your computer is properly equipped.

Free Introductory Module

After the initial registration process, registrants are able to immediately enroll in the free introductory module which addresses the issue of *Effective Report Writing: Using the Language of Non-Consensual Sex.* This is a module with particular utility for law enforcement because it offers concrete recommendations for using language that accurately depicts the reality of sexual assault as it is described by victims, rather than conveying an image of consensual sex that does not match their experience. Over 140 law enforcement personnel have completed this module and their evaluations have been extremely positive; 72 percent rated the training module as "above average" or better.

Law Enforcement Evaluations

To demonstrate the impact of the OLTI module, the following are just a few of the responses that law enforcement personnel offered as the "most valuable" aspect of the OLTI module on effective report writing:

- *Learning how to write the wording to make the assault read as a violent assault, not as a sexual encounter.*
- *Explaining the different ways that a report could be made more effective.*
- *The use of actual report wording to give examples for the modules. Made the text feel more down to earth.*
- *The course is geared at "real world" problems and issues that law enforcement faces.*

When asked about new concepts or techniques that could be applied to their jobs, law enforcement personnel described a wide range of possibilities. A few examples include the following:

- ➢ *A new and better way to describe the event from the view of the victim.*
- ➢ *The art of listening to the person being interviewed and getting the correct wording down to "paint" the picture of the assault.*
- ➢ *Describing what the victim was feeling or thinking, recreating the reality of the sexual assault from the victim's perspective.*
- ➢ *The idea that changing the wording of your reports can better show the reality of a given situation.*
- ➢ *Documenting context of fear, force and threat.*
- ➢ *Preserving exact words of victim.*

Discounts and Bulk Registrations

Due to the virtual nature of the OLTI, registration costs are relatively low. To attend a traditional on-site training in person, law enforcement personnel (or their agencies) must typically pay the registration fee for training as well as any travel costs, meals, and incidentals; individuals attending training on their own time will not be paid wages while attending training; for those who attend training while on duty, the individual's agency is required to cover their wages and also the wages of the personnel covering their shift. In comparison to the expense of attending training in person, the cost of OLTI registration is minimal. Beyond the free introductory module, other OLTI modules can be purchased individually or in tracks of six. Discounts are also available for bulk registrations.

If your community has a Rural or STOP Grant from OVW, your agency may be able to use the Technical Assistance (TA) funds from the grant to register for the OLTI. Participants are strongly encouraged by OVW to use available resources to register professionals for the OLTI. If your community has an OVW grant, you are encouraged to contact OVW to determine if funds are available to enroll in the OLTI.

Bulk registrations are available at a discounted rate or can be purchased and offered as scholarships to multidisciplinary professionals throughout a community or region. This method of purchase was particularly successful for the Jackson (TN) Police Department that purchased a set of 30 OLTI registrations in 2007. The positive response among participating professionals and the impact of training on community response resulted in the agency's recent purchase of a second set of bulk registrations.

For More Information

For more information on EVAW International and the OLTI, please visit http://www.evawintl.org/. Consider incorporating the EVAW's OLTI to support your efforts toward our shared mission of eliminating sexual assault, holding perpetrators accountable, and improving the criminal justice and community response for survivors.

For additional information on training and resources related to crimes of violence against women, visit www.ovw.usdoj.gov.

Author Bios

Joanne Archambault worked for the San Diego Police Department for over 22 years, the last 10 of which were spent supervising the Sex Crimes Unit. After retiring in 2002, she founded End Violence Against Women (EVAW) International and currently serves as Executive Director. She also provides training and expert consultation through Sexual Assault Training & Investigations, Inc. She can be reached at Joanne@evawintl.org.

Kim Lonsway currently serves as the Research Director for EVAW International. She earned her doctorate in psychology and has worked for almost 20 years in the field of sexual violence, conducting original research, training practitioners, and authoring numerous books, articles, and reports. She can be reached at Kim@evawintl.org.

Working Effectively with the Media

By Beau Thurnauer, Deputy Chief, East Hartford (CT) Police Department

"Chief would you care to make a comment?" Those eight words can instill a sense of panic at worst or great anxiety at best. Preparation can alleviate the stress of commenting by deciding well in advance who will be the agency's press spokesperson.

As a mentor to new law enforcement executives, I often receive the question "do I, as chief, give public statements and crime scene updates? Or should I designate a PIO?" This important decision has a great deal to do with how you are perceived as chief, how your agency is perceived, and how your relationship is formed with your community and political body.

The timely dissemination of appropriate information is highly critical. Therefore, even very small agency executives have been known to elect a PIO (Public Information Officer), but there must be a valid reason to have them in place. Executives need to carefully consider whether or not to appoint a PIO, especially if the primary reason is to avoid answering difficult questions. The desire to insulate the chief is not a valid reason for having a PIO. Keep in mind that the PIO is the chief's spokesperson, they represent the chief and the department, so using a PIO to make statements will not provide any insulation. Additionally, consider that the public may want to have statements coming directly from the chief executive to avoid any confusion.

More often than not the most legitimate use of a PIO is to release information to the press in a proactive manner. In general, agencies that have PIOs tend to have positive contact with the press on a daily basis so the department, not the press, can control what the public sees and hears. It is far more effective to emphasize good arrests or community outreach programs than to let the press decide what they feel is important.

Another important press related decision is to determine whether or not to use prepared statements or choose to have a more open-ended presentation. There are chiefs who feel very comfortable adlibbing in front of a camera or microphone. However, the media can be very skilled at asking questions to elicit information that the executive had not originally intended to discuss or release. If you decide not to read a prepared statement, at least review and state what you are willing to talk about and have notes written as a guide. A prepared statement is perfectly

Meet the Mentors

Meet the Mentors provides insight into the mentors of the New Police Chief Mentoring Project. The Mentoring Project matches newer chiefs with mentor chiefs for a period of 3-6 months. This formal mentoring process enables newer chiefs to learn how mentor chiefs addressed similar challenges and achieved success.

Name: Jerry A. Hinton
Department: Brunswick, ME (Retired)
Number Sworn: 36
Population: 22,000
Years as Chief: 15

Highlights:

- 36-year veteran of law enforcement with the Portsmouth, New Hampshire and Brunswick, Maine Police Departments. Service member of the United States Air Force and a veteran of Vietnam.

- Successfully mentored several new chiefs through the Mentoring Project and continues to recruit mentors from Maine.

- Certified instructor for the Maine Criminal Justice Academy and certified ethics instructor through the National Institute of Ethics.

- Past President of the Maine Chiefs of Police Association and Past Board Director of the New England Association of Police Chiefs.

- Recently served as Director of Police Services for the Richmond, Maine and Monmouth, Maine Police Departments. Presently serves as Senior Management Consultant with Central Intelligence Consulting Company.

Personal Quote: *"Mentors serve as a much needed sounding board and a helpful confidant to a new administrator. As a Mentor, you have the opportunity to give back to this great profession!"*

The Mentoring Project team is proud to have Chief Hinton as a mentor and we thank him for his many contributions. To learn more about how you can be involved in the Mentoring Project, or how you can work with Chief Hinton visit www.IACPMentoring.org or call (800) THE-IACP ext 847.

acceptable. Do not feel guilty if you are not willing to subject yourself to open ended questions that may lead to topics that you do not wish to explore. The executive/PIO should set the parameters.

Another consideration when communicating with the press is whether you are willing to answer questions after the initial press release? Whether you will take questions after the press release or not is less important than communicating the format of the press event to the media. If you do not wish to answer questions, make that clear at the outset. A statement such as "I am going to read a statement and will not be answering questions, but will release more information at 4 pm", will clarify expectations for the media.

Agencies should also have a media plan that outlines the press policy as well. The press appreciates having that sort of structure and the community will better anticipate what to expect, as will the Mayor, Manager, Council or Board of Selectmen. With a media plan in place, your officers will also know what may happen in cases of inquiry or during special events.

A press policy does not need to be elaborate, in fact it can be summed up in a few lines. It can be as simple as:

> *Off. Jones will be the daily press contact. She will release a summary of events by 1000 hours Monday through Friday.*
>
> *All officers are authorized to speak to the press at crime scenes or special events. Information released will include only basic facts that would be included on the front page of a case report.*
>
> *The Chief of Police will be the primary department spokesperson and will normally be the only person to speak with the press other than those circumstances listed above.*

Press policies must be understood and communicated to the press and all agency personnel in order to be effective.

Most importantly, it is important to keep in mind that the press should be viewed as a potential partner and advocate for the department, not necessarily as an adversary. As long as the agency executive is clear about their intentions, who the primary point of contact is, what information or topics are open for comment, stays on point with the message, and takes a proactive approach to working with the media, there can be many benefits from that relationship.

For more information and guidance on this topic please contact the IACP PIO Section.

Deputy Chief Beau Thurnauer, formerly the Chief of Police in Coventry, CT, and a member of the IACP PIO Section, can be reached at bthurnauer@ci.east-hartford.ct.us.

Rural Training Available through the Recovery Act

Leading by Legacy: Leadership and Management Training for Rural Law Enforcement

The International Association of Chiefs of Police, with support from the Bureau of Justice Assistance, U.S. Department of Justice, announces the launch of the Leading by Legacy Program: Leadership and Management Training for First Line Supervisors, Command Staff, and Executives from Rural Law Enforcement Agencies. The goal of the program is to provide training and technical assistance to increase stability in rural agency's leadership structure and build capacity through linkages with regional, state, and federal resources. The curriculum will be focused on developing an individual legacy, an organizational legacy, and a community legacy. Additional information on the curriculum, training dates, and eligibility, are available at: www.theiacp.org/LeadingbyLegacy

For more information, contact:
(800) THE-IACP ext. 838 or
LeadingbyLegacy@theiacp.org

Executive Management Training Now Available for Rural Sheriffs and Chiefs of Police

The National Center for Rural Law Enforcement (NCRLE) is proud to announce that a rural executive management training program will be available in locations throughout the United States in 2010.

The NCRLE's **Rural Executive Management Institute** (REMI) is a four-day training program created *exclusively* for rural law enforcement agency heads. Participants receive up-to-date information on key issues in rural law enforcement management and also have the unique opportunity to interact with peers from neighboring states. Classes are comprised of sheriffs whose county populations are 50,000 or below and chiefs of police whose city population are 25,000 or below. Instruction is provided by experts who are renowned in their field.

For more information, contact: Yvonne Burk
(501-570-8051) or dyburk@cji.edu

For additional information about Recovery Act Training and Technical Assistance to Rural Law Enforcement grantees and the resources they can provide, visit the BJA Grant Awards Web page.

Using Social Networks to Reach Out to the Public

By Joe Grebmeier, Chief of Police, Greenfield (CA) Police Department

The Greenfield Police Department was the first department in the Salinas Valley to begin using the Twitter messaging program. Twitter is a free social networking site used by over four million people to instantly post informational updates. Users type in a message and others who access Twitter are able to read the updates from their computer or cell phone.

By using Twitter and sending messages, or "Tweets", the Greenfield Police Department can inform local residents who access Twitter of things that are happening in town within minutes of the event. Numerous public entities are beginning to use Twitter because of its ability to quickly and widely disseminate information. Cities like Modesto, the Stockton Police Department, and the Los Angeles Fire Department have been using the service with great success.

Since the Greenfield Police Department has been online with Twitter, it has sent Tweets to advise of Amber Alerts, robberies, and give information on flash flood warnings and high wind advisories. Twitter is a no cost tool. Messages are allowed up to 140 characters and when users create an account, they can choose to post updates from their cell phone, like the police department has done with several of its posts. To view updates on Twitter from the Greenfield Police Department, please visit http://twitter.com/GreenfieldPD.

Since deploying the Twitter account earlier in the year, Greenfield Police Department has added http://Nixle.com to their toolbox. Nixle is a web based messaging system that is available for free to local public safety departments. It broadcasts a short SMS text message to cell phones and a longer message to emails. These messages can also be copied to a Twitter account automatically. The public can subscribe to Nixle.com for free and list multiple locations to receive alerts from home, work, and school.

Originally, Greenfield Police Department's first presence on the World Wide Web was exclusive to the city Web site, http://ci.greenfield.ca.us. Then they adopted Twitter and Nixle to quickly send breaking information to the public. Next, they added http://crimereports.com, which allows the public to view crime data that is automatically uploaded from their Report Management System (RMS). This system also allows the department to do their own crime analysis using online tools. They are now considering deployment of a Facebook page to make press releases, post wanted bulletins and other information, as well as make photos available to the public.

The Greenfield Police Department also utilizes the internet to post vacant positions within the department; internet applications are the predominant source of referrals. Departments can also increase recruiting efforts by posting vacant positions on IACP's Discover Policing Website at http://www.discoverpolicing.org/. This resource is available at no cost to law enforcement agencies.

Given the limited budget and resources available to smaller agencies, Greenfield Police Department has demonstrated that using these new tools on the internet is an effective way for smaller agencies to reach out to the public and provide both emergency information and local updates.

Author Bio

Chief Joe Grebmeier has served seven years as chief of the Greenfield Police Department. He has earned a BA in Social Science and a MA in management. He can be reached at Jgrebmeier@ci.greenfield.ca.us

Privacy Impact Assessment for License Plate Readers

By Meghann Tracy, IACP Technology Center, Division of State & Provincial Police

Incorporating new technology into a department can help streamline everyday procedures, increase officer safety, and allow officers to focus more on policing than paperwork. Such is the case with license plate reader (LPR) systems. Though LPR systems have been used in some European and other countries for a number of years, the interest and deployment of LPR systems by American law enforcement is relatively new.

LPR systems, also referred to as automated license plate readers (ALPR), can potentially observe and record over 1,000 license plates an hour and use sophisticated computer algorithms to perform optical character recognition (OCR) on images captured by the system's high-speed cameras. Generally, two cameras are used; the first is an infrared camera that uses the reflective qualities of a license plate to capture an image of the plate itself, and the second is a normal camera to capture a contextual photo.

LPR units, whether they are mobile, fixed, or portable, can assist an agency in identifying vehicles on an alert or hot list such as vehicles with suspended registration or lapsed insurance, stolen vehicles, stolen plates, and AMBER alerts among others depending upon an agency's need. Additionally, the data collected by the LPR has been useful in investigations.

> *Three types of LPR:*
>
> *Mobile:* LPR units are mounted to a vehicle
> *Fixed:* Permanently mounted to a bridge, pole, etc.
> *Portable*: Can be moved to and from locations as needed or deployed in covert fashions.

However, as technologies like LPR with the capability of capturing, storing, and assessing data continue to improve in accuracy and become more prevalent, new questions are being raised about privacy rights and what constitutes personal data. As agencies move to implement these technologies, consideration should be given to revisiting current departmental policies and procedures. Assessing the privacy concerns associated with the broad use of LPR and developing policies to address those concerns will help ensure that license plate data is managed in such a way as to meet public safety needs while protecting individuals' privacy interest.

With that in mind, the IACP recently conducted and released a privacy impact assessment to help agencies answer these questions. The *Privacy Impact Assessment for the Utilization of License Plate Readers* examines the following areas: the nature of LPR information, types of privacy risks surrounding the use of LPR, data collection, access and dissemination, retention, quality, and accountability. This document is free of charge and is available, along with information on other IACP technology initiatives, on the IACP Web site.

34th Annual IACP LEIM Training Conference and Exposition

34th Annual International Association of Chiefs of Police
Law Enforcement Information Management Training Conference and Exposition
May 24-27, 2010 | Atlanta, GA.

The Law Enforcement Information Management (LEIM) Section invites you to participate in the 34th Annual IACP LEIM Training Conference and Exposition, May 24-27, 2010, at the Hyatt Regency in Atlanta. This conference provides attendees with an opportunity to learn about current and emerging technology and trends. Subject matter experts from around the world will present on leading practices and lessons learned in the application of technology to fight crime. Topics will include: strategic planning; information sharing; IT standards; license plate readers; communications; digital asset management; video surveillance, network integration, and system security; project governance; and grant writing.

Conference details are available at the IACP Web site (www.theiacp.org/LEIM2010Conference). For additional information, send email to LEIM2010Conference@theiacp.org.

Missing Persons Database Is Live on NamUs

The National Missing and Unidentified Persons System (NamUs) is a clearinghouse for missing persons and unidentified decedent records. NamUs is a free online system that can be searched by medical examiners, coroners, law enforcement officials and the general public to solve these cases. NamUs also provides free DNA testing and other forensic services, such as anthropology and odontology assistance.

When a new missing persons or unidentified decedent case is entered into NamUs, the system automatically performs cross-matching comparisons between the databases, searching for matches or similarities between cases.

The success of the National Missing and Unidentified Persons System (NamUs), a state-of-the-art case-solving and case management tool, depends on your participation. The system is only as powerful as the information it contains; it is critical that your organization enters its case information into NamUs. Also, NamUs will make particular information about your cases available to investigators around the country as well as to the general public. This will potentially increase the probability of resolving your cases and bringing resolution to the families of the missing. For more information, visit www.namus.gov.

Guide for Preventing and Responding to School Violence: 2nd Edition

In partnership with the Bureau of Justice Assistance, the IACP has released its *Guide for Preventing and Responding to School Violence: 2nd Edition.* The guide addresses both prevention and intervention from a systemic view, clarifying the role of the school, the community, families, law enforcement, and the justice system and how these groups can work together effectively to respond to school violence. The guide is available at no cost. Please contact Nancy Kolb at kolbn@theiacp.org to request copies.
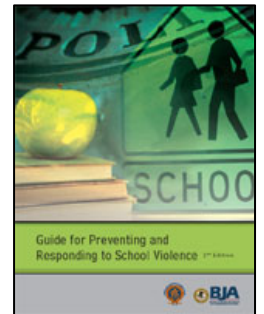
IACP Gun Violence Reduction Initiative

The IACP's **Gun Violence Reduction Initiative**, supported by the Chicago-based Joyce Foundation, seeks to promote programs and strategies that aid in reducing gun violence. Current efforts are focused on the development of a practical, pro-active *Gun Violence Reduction Guide* to assist law enforcement agencies in identifying gun violence related problems within their community and support them in developing concrete solutions. To inform our work, **we are seeking information about tools and strategies used by law enforcement agencies to address and prevent gun violence.** We are also interested in learning about efforts used to engage community partners in efforts to end gun violence. Please share strategies, tools, and suggestions by contacting **Nancy Turner**, Senior Program Manager, with IACP's *Gun Violence Reduction Initiative* at Turnern@theiacp.org or 800-THE-IACP, ext. 807.
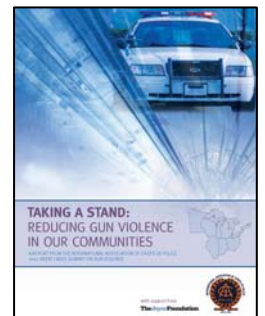
Visit www.theiacp.org/research/RCDGunCrime.html for more information.

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Continued…

Free Educational Opportunities on National Data Exchange Program

As information sharing has become a mission critical component of today's public safety mandate for local, county, state, tribal and federal agencies to enhance crime fighting efforts. N-DEx is part of that mandate as a powerful investigative tool that allows law enforcement agencies to submit their incident data to make connections between persons, places, events, and crime characteristic – linking information across jurisdictions – allowing officers to 'connect the dots' between data that is not apparently related. The IACP, in partnership with FBI's CJIS Division, is delivering a communications and educational outreach program to promote awareness and use of N-DEx. The program includes regional law enforcement practitioners, who are coordinating efforts with your State's CJIS Systems Officers to conduct presentations on how individual agencies can participate in N-DEx. The presentations will discuss openly with the law enforcement community about the foundation beneath and benefits of nationally sharing incident information between all agencies of all sizes through N-DEx. To find out more about presentations within your area, please contact ndex@theiacp.org.

Contract Law Enforcement Services

The National Sheriffs' Association (NSA), in partnership with the Bureau of Justice Assistance, is developing an online **Resource Center on Intergovernmental Contract Law Enforcement Services.** Anywhere in the United States, law enforcement executives and small town municipal officials will be able to access this database, which will offer a repository of: (1) information to dialogue and negotiate in an informed manner, including academic and practitioner analyses on the advantages and challenges for law enforcement agencies and municipalities in these contracts; (2) how-to materials, checklists, and model forms to minimize their having to reinvent the wheel in drafting contracts and memoranda of understanding; and (3) a national directory of expert consultants and experienced peers, who law enforcement executives and municipal officials can contact for policy guidance, needs assessments, and contract review.

Visit the Center, which is still being further developed, at
www.sheriffs.org/programs/ContractLawEnforcementServices.asp.

To contribute information resources to the Center or to apply for listing in the directory of consultants, contact Tim Woods, NSA, at 703-838-5317.

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