

# The Chief's Chronicle



NEW YORK STATE ASSOCIATION  
OF CHIEFS OF POLICE, INC.

JUNE 2025

## Between the Crosshairs: *The Suffolk County Sniper Story*

*By Chief Stuart K. Cameron - Old Westbury PD*

**T**he attempted assassination of president Donald Trump last July put sniper attacks back on everyone's radar and back in the mainstream media. Fortunately, these types of attacks are a rarity in the United States, which undoubtedly adds to their mystique and media interest. Over two decades ago, during three weeks in October 2002 the residents of the Washington DC area were terrorized by a series of sniper shootings



dubbed the DC Sniper or the Beltway Sniper Attacks. Those attacks began on October 2, 2002, when a bullet that was fired through the front window of a Michaels craft store narrowly missed an employee. In the end the series of shootings resulted in the death of ten victims, with three others being critically wounded. The investigation into these shoot-

ings garnered national attention, mainly due to the prolific and unique nature of the crimes, however

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#### FACTORS IN LEADER DEVELOPMENT:

Greg Veitch  
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**I JUST DIDN'T  
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A publication of the New York State Association of Chiefs of Police, Inc. 3177  
Latta Rd., #230, Rochester, NY 14612  
Office 518-355-3371

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*President*  
**Chief Shawn Heubusch,** BATAVIA PD



## Honoring New York's Fallen: Police Memorial Week 2025

Each May, communities across the United States observe National Police Week, a time to honor law enforcement officers who have made the ultimate sacrifice in service to their communities. In New York State, this observance holds profound significance, as we remember the bravery and dedication of our fallen heroes.



His dedication and service were remembered by colleagues and the community.

- Several members of the New York State Police succumbed to 9/11-related illnesses, including Senior Investigator John L. Carey, Trooper Steven P. Bilodeau, and Staff Sergeant Benedicto Albizu,

Jr., highlighting the long-term health impacts faced by first responders. (Officer Down Memorial Page)

### A Solemn Tribute in Albany

On May 6, 2025, law enforcement officers from across New York gathered in Albany for the annual State of New York Police Officers Memorial Service. The ceremony, held at the Empire State Plaza Convention Center due to inclement weather, included a police honor guard, pipe band procession, prayers for survivors and officer safety, messages from state leaders, a wreath laying, and a rifle salute. This year, 68 new names were added to the memorial wall, bringing the total to over 1,900 honored officers.

### Remembering Recent Heroes

Among those honored were several officers who lost their lives in the line of duty:

- Lieutenant Michael Hoosock, Onondaga County Sheriff's Office, and Officer Michael Jensen, Syracuse Police Department, were both killed during an ambush in April 2024. Their names were added to the Syracuse Police Fallen Officers Memorial, and their service was commemorated during National Police Week.

- Sergeant Thomas Sanfratello, a 32-year veteran of the Genesee County Sheriff's Office, died following an altercation at Batavia Downs casino in March 2024.

### A Legacy of Sacrifice

The New York State Police Officers Memorial, located at the Empire State Plaza, stands as a testament to the courage and dedication of law enforcement officers. Designed by architect William F. O'Connor III, the memorial features a gently curved black granite wall inscribed with the names of over 1,900 officers who have died in the line of duty. A waterfall and a single Linden tree create a serene environment for reflection and remembrance.

### Honoring Their Memory

As we observe Police Memorial Week, we pay tribute to the officers who have laid down their lives to protect our communities. Their sacrifices remind us of the risks law enforcement officers face daily and the unwavering commitment they have to public safety. Let us honor their memory by supporting their families, recognizing their service, and striving to build safer communities together.

To learn more about the New York State Police Officers Memorial and view the complete roll of honor, visit the Empire State Plaza website.





# FROM THE EXECUTIVE DIRECTOR

## Chief/Ret. Patrick Phelan

### ***NYSACOP's 6th Annual Executive Training Seminar a Huge Success***

**O**n Monday, March 24th – Friday, March 28th, 2025, the New York State Association of Chiefs of Police completed the 6th Annual Police Executive Training session at the Niagara Falls Airbase in Niagara Falls, NY. The course is referred to internally as our new chief's school, intended for new chiefs and police executives who plan to become chiefs. Several years ago, NYSACOP determined that limited training options existed for new and aspiring chiefs. So, we set out to change that. NYSACOP collaborated with Hilbert College and DCJS to develop a "police chiefs 101" course curriculum. Our course contains everything you ever needed to know about being a police chief, instructed by subject matter experts. Classes include media relations, effective evaluations, discipline, 207c, workers' compensation, 1033 program, officer wellness programs, critical

incident investigation, policy development, four pillars of leadership, and much more. Networking opportunities include a welcome reception, a trip to Niagara Falls, and a Buffalo Sabres game. This course is limited to sixty participants and has sold out every year. Our courses continue to be highly rated by the participants. The training is offered every year in March. We encourage you to attend or send your command staff in 2026.



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# New York State Association of Chiefs of Police Welcomes New Training Coordinator/DCJS Liaison David Zack

The New York State Association of Chiefs of Police (NYSACOP) is pleased to announce the appointment of David Zack, former Chief of Police for both the City of Asheville, North Carolina, and the Town of Cheektowaga, New York, as its new Training Coordinator/DCJS Liaison. With a distinguished career spanning over three decades in law enforcement, Zack brings a wealth of leadership experience, operational knowledge, and a deep commitment to professional development.

In his new role, Zack will oversee the design and delivery of comprehensive training programs that serve law enforcement executives and command-level personnel across New York State. His focus will include leadership development, legal and procedural updates, and timely instruction on the evolving

challenges faced by today's police departments.

"David Zack's extensive background in leading urban and suburban departments makes him uniquely qualified to guide the training needs of our diverse membership," said Patrick Phelan, Executive Director of NYSACOP. "We are excited to welcome him to our team and confident that his leadership will enhance the quality and impact of our state-wide training efforts."



"I'm honored to join the New York State Association of Chiefs of Police in this important role," said Zack. "As someone who has served as chief in two very different

communities, I understand the value of training that is relevant, practical, and responsive to local needs. I look forward to collaborating with departments across the state to help strengthen leadership and advance the profession."

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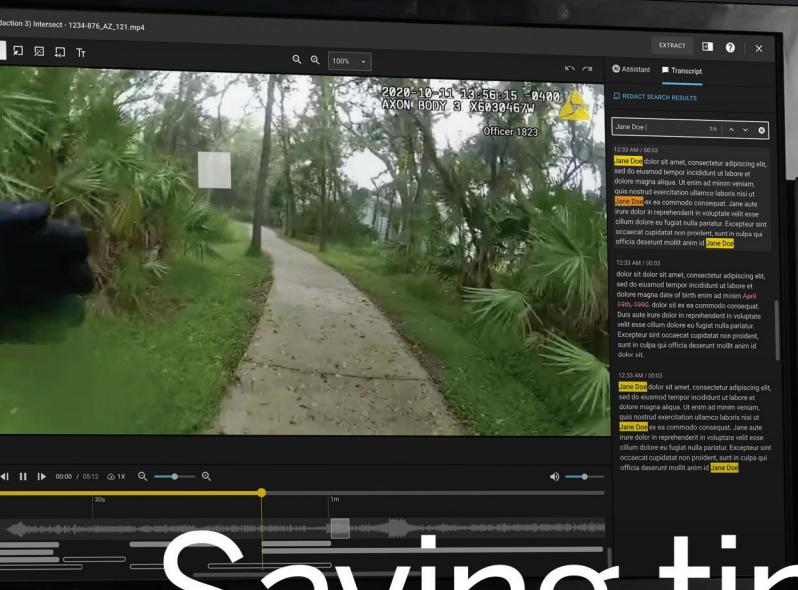
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– Sgt. Bob Younger, Fort Collins PD

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## Between the Crosshairs: *The Suffolk County Sniper Story*

By Chief Stuart K. Cameron - Old Westbury PD



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there is little doubt that the large media presence in the DC area also contributed to the widespread coverage that these events received. Sniper shootings are especially alarming as there is little people can do to protect themselves if they opt to be out in public. Anyone could become a victim simply by being in an area that the sniper targets. The attacker is an unseen menace, with attacks occurring suddenly and without forewarning to the victim.

The break in the DC sniper case came when the shooter himself called into authorities and mentioned during the conversation that he had been involved in a previous liquor store robbery that had resulted in a homicide. Police were able

to find a robbery that matched that description. Evidence recovered from that prior robbery included a gun magazine with a fingerprint on it. After an analysis at their laboratory, the FBI was able to find a match for the print from that gun magazine, thereby developing a promising suspect in the sniper attacks. When the sniper suspects were ultimately ar-

rested on October 24, 2002, twenty-two days after the first shooting, the reign of terror in the DC area ended and residents could once again resume their lives without fear.

While the DC area sniper attacks garnered extensive notoriety when they occurred, another series of sniper attacks that were less high profile had occurred years earlier. These attacks were also very

challenging to unravel, solving this case ultimately relied upon some exceptional work on behalf of Suffolk County Police detectives. Many people may not remember the series of sniper shootings that occurred in Suffolk County, New York seven years before the attacks in the Washington DC area. Although they were not as prolific as



**Exterior of the diner where the first victim was shot.**

the shootings in DC in 2002, they did create intense fear among the residents living in the communities involved. Like the DC sniper attacks, the first shot fired in Suffolk County would smash through the front window of a business, however unlike the DC sniper, this shooter hit his marked and killed some-

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one with his first shot.

On July 22, 1994, a man and his wife were out enjoying a meal in a local diner. They were sitting at a table adjacent to one of the front windows of the diner when suddenly and without warning a bullet careened through the glass, striking the man and killing him instantly.

Three days later a short distance down the same major thoroughfare at around the same time in the evening, another shot was fired. This time the target was a gas station worker behind a window in a pay booth at a self-service gas station. Fortunately, this window was made with bullet resistant glass and the intended target wasn't injured. The detectives investigating these shootings believed that the same individual was responsible for both attacks.

The local media promptly dubbed the attacker the Suffolk Sniper. Much like those who would live near the attacks in the DC area seven years later, an intense sense of fear and unease settled into a large part of Suffolk County. In response to these two attacks the Suffolk County Police Department implemented a comprehensive patrol plan, in part to reassure the residents of the county and allay their fears, but moreover to prevent additional attacks from occurring, while generating intelligence to assist in identifying the sniper. The large police presence would also reduce the odds that the attacker could easily get away should he opt to strike again. While the department's patrol division coordinated the overt and highly visible part of the response, the department's detective division launched a massive investigation to identify the individual responsible.

These efforts would be expanded even further, when twelve days after the initial shooting, on August 3, 1994, a fast-food worker cleaning tables was critically injured by a bullet that was fired through the window of the restaurant where the employ-

ee worked. The department assigned a captain to oversee the patrol response, which consisted of nightly saturation patrols throughout the area involved, utilizing officers from all the department's precincts, Emergency Service Section, Marine Bureau and Highway Patrol Bureau. Canine Section officers were assigned to patrol the area as well and a small contingent of tactical officers who were deployed on patrol in one of the department's helicop-



**The Sniper's weapon was found hidden in the ceiling.**

ters during the period when the prior shootings had occurred. Every patrol asset that could be spared was assigned to this detail.

At the beginning of each evening, before officers were deployed, a briefing was held to provide any relevant updates on the investigation and to make assignments for the night. Pre-planning included roadway checkpoints that would be stood up immediately should another shooting occur. Based upon a physiological profile that was developed about the attacker, officers assigned to the detail were told to focus their attention on vehicles occupied by a lone white male operator. Officers assigned to the detail were asked to document their encounters while on patrol using summons, when appropriate, or field interrogation reports whenever a summon wouldn't be issued. In turn, detective division personnel

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would collect all this documentation and review it at the end of each deployment.

Early in the investigation, due to widespread media interest, the department's Public Information Bureau scheduled daily media briefings to update the public on the investigation. The department had also recently launched a Crime Stoppers Program that was used to offer rewards for information and to handle tips from the public. All this information was inputted into a custom designed leads tracking system that was created by the department's Data Services Section, which interfaced with the department's

existing databases to identify any relevant matches or patterns. When the case was closed over two hundred thousand entries had been made into this database.

Much less overt than the patrol response, but no less robust was the Detective Division's work on this case. Suffolk County Police detectives did multiple widespread canvases of the areas involved, stopping at hundreds of households, and conducting over 1,500 interviews. The

detectives also worked with patrol officers to staff multiple investigative roadway checkpoints during which thousands of motorists were stopped briefly



The tree that was used to sight the rifle by the prior owner.

*Continued on Page 14*

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*Continued from Page 13*

and spoken to in a relentless and expansive search for clues.

As the investigation progressed the initial shooting at the diner was conclusively linked to the one at the fast-food restaurant. The bullets involved in these two shootings were matched through ballistic examinations. The same .35 caliber weapon had been used in both attacks. Unfortunately, this was the only concrete evidence that detectives had at that point, which made this a vexing and difficult investigation. Sniper attacks are especially challenging cases to work on because there is no obvious connection between the victims and the attacker, while physical evidence at each crime scene is often limited to just the bullets that were fired during the attack.

After diligent effort, detectives were able to develop a suspect who lived in the immediate area where the sniper attacks had occurred. The suspect had an extensive criminal background, and he was



The section of the tree that was brought back to the Suffolk County Crime Lab.

on parole. Additionally, the suspect had a known affinity for firearms. Detectives were able to determine that the suspect worked for an auto parts store, making deliveries in the area where the attacks had occurred. After being placed under sur-

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veillance the suspect was observed drinking in a bar, which was a violation of his parole conditions, so the suspect was arrested. At the time of arrest the suspect was found to be carrying a loaded, stolen, 9mm pistol. Not long after the suspect was arrested, detectives were contacted by his employer, who had found a shotgun inside the delivery vehicle used by the suspect.

Upon further investigation, detectives were also able to determine that the suspect that they had under arrest had sold a rifle to an individual who had threatened to use the rifle to commit suicide after he had purchased it from the suspect. Detectives determined that both this rifle and the shotgun that had been recovered in the suspect's delivery vehicle had been stolen from a local sporting goods store two months earlier. During that theft a third firearm had also been taken, a .35 caliber hunting rifle, the same caliber weapon that had been used in the sniper attacks.

Detectives were able to identify and locate the previous owner of the stolen .35 caliber hunting rifle. The previous owner told detectives that he had fired the rifle into a tree in upstate New York to sight it in during a deer hunting trip. The individual agreed to accompany detectives upstate in an attempt to locate the tree in question.

In October of 1994 the previous owner led detectives to a remote area in Turnwood, New York, where the tree in question was located. Members of the Suffolk County Police Department's Emergency Service Section cut down the tree and transported the

section that had been fired into back to the Suffolk County Crime Laboratory. Laboratory technicians were able to locate the .35 caliber rifle rounds that had been previously fired by the stolen rifle embed-



**Exterior view of the diner window.**

ded in this section of the tree. A ballistic examination of these recovered rounds linked them to the recovered bullets from the sniper shootings.



**Interior view of the diner window.**

Armed with this additional information detectives interviewed the suspect at a correctional facility in Fishkill, New York. After hearing all the evidence and information that the detectives had amassed the suspect admitted to the three sniper shootings and to the unrelated rape of a fifteen-year-old girl that had occurred the night before the third and final sniper shooting. Based upon informa-

tion supplied by the suspect during this interview detectives were able to locate the rifle that had been

*Continued on Page 16*



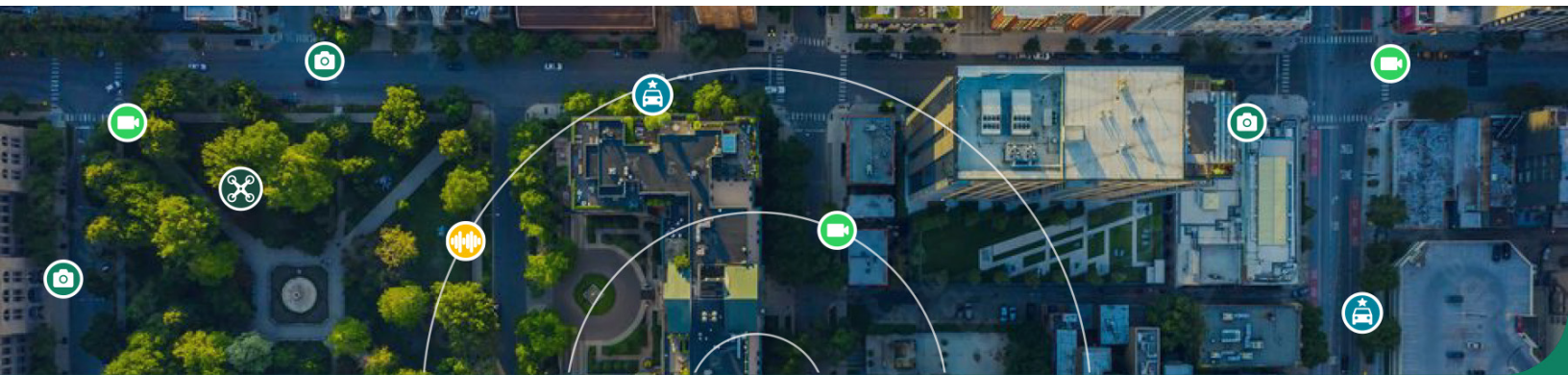
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used in the attacks hidden above the ceiling in a room in the suspect's mother's house. Ballistic testing on the recovered rifle conclusively matched it as being the weapon used for the first and the third sniper attack. The bullet fired during the second attack had been extensively deformed when it impacted the bullet resistant glass at the gas station, and it wasn't able to be used for comparison purposes.

On August 12, 1995, the suspect plead guilty to one count of murder, two counts of attempted murder and one count of burglary. He was sentenced to thirty-five years to life in prison. This conviction successfully concluded one of the most vexing cases in the history of the Suffolk County Police Department. It brought closure to the victims involved in the attacks and to their families. It also lifted a veil of fear and unease for residents who no longer

feared being out after dark in the neighborhoods that were impacted by the attacks. The rifle used by the Suffolk Sniper is on display in the Suffolk County Police Department's museum at the department's headquarters in Yaphank.

It was clear that the swift work by the detectives involved in the case who identified the suspect and got him off the street likely prevented other victims from being injured to killed. Every homicide case is a high priority to solve, however cases involving serial behavior are especially urgent due to the credible belief that additional people could be injured or killed if immediate, decisive action is not taken to identify and apprehend the suspect. The multifaceted response by the Suffolk County Police Department was successful in solving these challenging crimes, while reassuring residents and restoring a sense of safety throughout the county.



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**Chief/Ret. Michael Ranalli, Esq.**  
**LEXIPOL PROGRAM MANAGER**



## *AI in Law Enforcement: Understand and Accept the Challenges*

**E**arly last year, I wrote an article, [AI in Law Enforcement: Old and New Challenges](#). In the intervening period, I have learned a lot about the state of AI in law enforcement as I have traveled around the country presenting the topic at various conferences. My focus, however, is not on the technical side. While I have learned much about how AI solutions work, my focus remains on the legal, ethical, and leadership implications of this rapidly evolving technology.

AI tools like ChatGPT (OpenAI), Gemini (Google), and Claude (Anthropic), to name a few, are technically known as large language models (LLMs) – AI systems trained on massive datasets to predict and generate human-like text. When these models are deployed in a conversational interface (like a website chat window or a virtual assistant), they are commonly referred to as chatbots. For the purposes of this article, I will focus primarily on the use of these AI-powered chatbots. The number of AI-powered or enhanced specialty products is diverse and well beyond the scope of this article.

During my travels, I spoke with many chiefs and law enforcement leaders about AI. One thing is clear: Leaders' depth of understanding and the permitted usage of AI is all over the place. Some are adopting AI tools for their agency; many permit members to use AI

tools. Anecdotally, however, it appears some agencies that condone such use do not provide department-acquired products. In other words, members determine which tools they want to use and access them using personal logins.

The most alarming information gleaned from the conversations I have had with leaders is the be-



Created by the author using ChatGPT 4o.

lief that because they are not *officially* using any AI chatbots or other products, they do not need to have an agency policy addressing AI use. This is an incorrect assumption. My guess is that in many agencies, at least a few members are using personal chatbot accounts for some official tasks.

As I pointed out in my prior article, assistance in re-

port writing is likely the most common, followed closely by the development of training material. During my presentations, I ask a half-joking question: “Do you have an officer who suddenly became very smart?” That is usually the lightbulb moment; I can see chiefs realizing they do, in fact, have officers using AI. This is precisely why all law enforcement agencies need an AI policy – to control what is and is not being used and allowed.

I will discuss more issues related to the need for such policy control later in this article. But first, let’s focus on why I think all leaders should at least *consider* using AI.

## AI Can Be a Valuable Resource

The various chatbot products have their own individual characteristics, but they also have some common features. Since Lexipol provides me with an enterprise version of ChatGPT (GPT), that is what I primarily use. Within GPT there are different models, each with unique strengths and weaknesses.

It is essential to understand that the current versions of AI are not the “self-aware existential threats to humanity” some movies depict. I will let GPT explain the differences between AI and humans based on the following inquiry I made in GPT 4o, which is a model good for general usage:

As part of an article that I am writing, can you please explain in a summary form the difference between how a human thinks and how AI like yourself is based on prediction instead? Does this question make sense to you as written?

And here is the response:

Humans think using experience, emotions, intuition, and reasoning. We make decisions based on a mix of logic, context, values, and often a “gut feeling.” Human thinking is shaped by consciousness, moral frameworks, and the ability to reflect on abstract concepts.

In contrast, AI like chatbots doesn’t think—it predicts. AI generates responses based on patterns

in data it has been trained on. For example, when you ask a question, the AI predicts the most likely next word (or sequence of words) based on everything it has seen before. It doesn’t understand meaning the way humans do; it simulates understanding by analyzing probabilities.

This predictive nature is powerful for structured tasks but lacks human traits like empathy, judgment, or true understanding—something leaders must keep in mind when deploying AI in sensitive law enforcement contexts.

While this response highlights a significant difference in processing, chatbot output can be remarkable, making it difficult to accept that the AI does not actually understand what it is saying.



If you’re new to AI chatbots, here is my first suggestion: Start asking some random questions you would like to know more about. And, if you prefer, you can talk to them—literally *talk* to them using the voice modes that many have. Practice with various types of prompts and levels of detail.

As an example, here is the prompt I used in ChatGPT model 4.5, which is good for deep thinking and reasoning:

As a law enforcement officer, tell me what you think about when pondering how department leadership impacts agency morale and overall wellness of its members. But think deeply about this and engage in extensive conversational internal monologue and long contemplation expressed thoughtfully.

And after a second or two, here was the result, which I found to be accurate and relevant:

When I reflect deeply on how department leadership affects agency morale and the overall wellness of its members, I find myself pausing to consider the profound ripple effects a single leader—or leadership philosophy—can have on every



officer, dispatcher, investigator, and civilian employee who comes to work each day. It's a thought that demands careful and intentional reflection, not a quick judgment.

At first, my mind goes instinctively toward the frontline experience. I think about the young patrol officer who joins the agency full of optimism and a sense of purpose, only to encounter leaders who perhaps have grown cynical or distant, or who

have forgotten the meaning of mentorship. In contrast, my thoughts shift to departments where leadership is engaged, present, and thoughtful—where command staff see themselves as serving their officers just as those officers serve the community. It's within these two contrasting visions that deeper complexities start emerging.

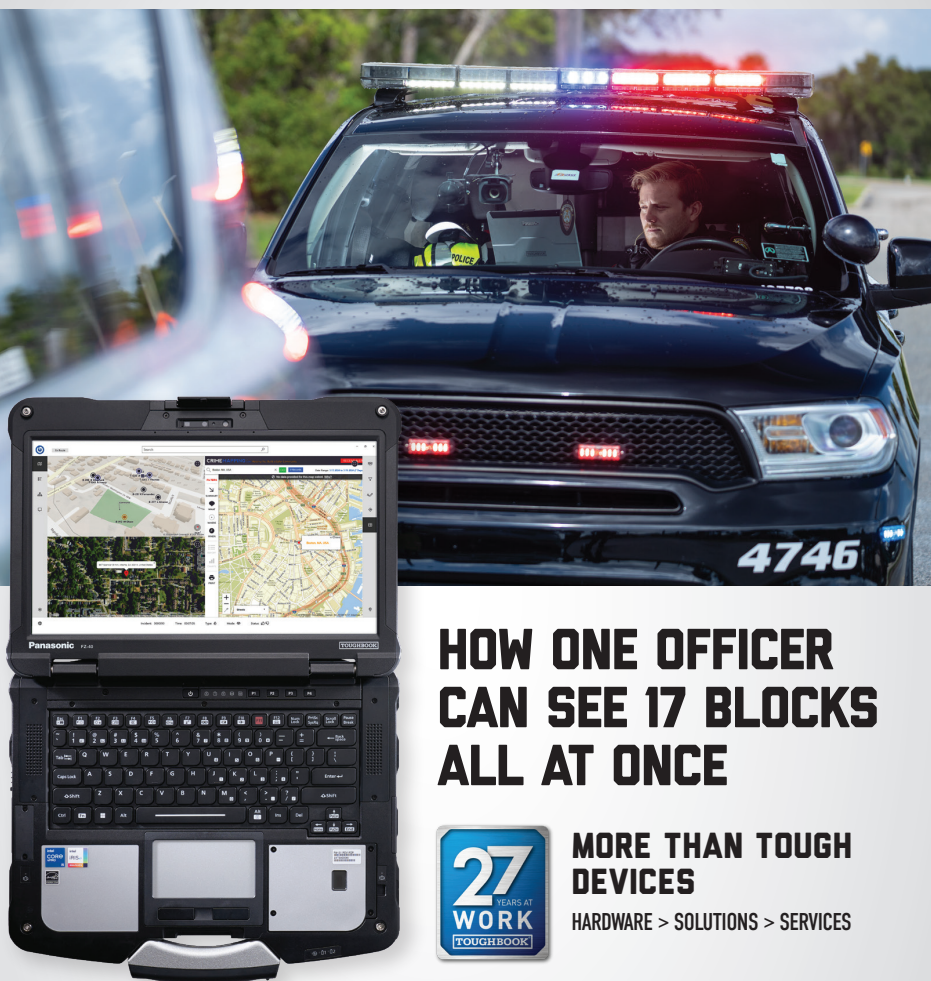
Agency morale isn't a simple outcome of a policy or procedure; it's more accurately an atmosphere, a kind of emotional ecosystem, built slowly over time through daily interactions, gestures of empathy, moments of authentic connection, or the painful absence of these things. A leader's attitude is contagious—much more than we often acknowledge. Leaders who communicate clearly, transparently, and empathetically can foster a culture of trust. In my quiet contemplation, I see trust as foundational to wellness, not just emotional, but physical and professional as well.

Trust creates safety—psychological safety—which is essential for wellness. In a job fraught with uncertainty, physical risk, and emotional exposure, leadership that prioritizes emotional intelligence sends the message: "You're safe here; your experiences and feelings matter." When a department's leadership dismisses officers' concerns or makes individuals feel expendable, those wounds run deep. Morale suffers, and gradually, wellness erodes until it becomes a crisis.

I also ponder the interplay between accountability and fairness. Leadership that is consistent and just in handling mistakes creates a sense of stability and fairness, crucial for maintaining morale. Conversely, I've observed firsthand how favoritism, double standards, or arbitrary discipline can quickly erode morale. Such actions are corrosive, undermining confidence and

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leaving officers feeling unsupported or betrayed.

As my contemplation deepens, I'm drawn toward how leadership handles the aftermath of traumatic events—critical incidents, line-of-duty injuries or deaths, or even community-driven scrutiny. These moments test the strength of leadership most profoundly. Good leaders proactively step forward, lean into these challenges, and genuinely invest in the long-term emotional and mental health of their personnel. They understand that wellness initiatives—like peer support, wellness checks, and accessible counseling—aren't just boxes to check. They recognize these efforts as lifelines for those who serve.

My reflections lead me to also consider the subtler dimensions of leadership influence. Recognition, appreciation, and gratitude from command are powerful motivators, far stronger and deeper in their effects than mere salary increases

or improved equipment alone. Feeling genuinely valued by agency leadership creates meaning, builds loyalty, and fosters resilience.

Finally, my thoughts gravitate toward the long-term legacy of leaders. Those at the helm have the profound responsibility—and privilege—of shaping organizational culture. Leadership committed to servant-leadership principles, who see themselves as part of the team rather than above it, inspire not only loyalty and dedication but also encourage officers to embody similar traits. Leaders who model humility, self-reflection, and continuous learning create an environment where wellness isn't just talked about—it's embodied and continuously cultivated.

In sum, as I turn this thought over repeatedly in my mind, I become more convinced that agency morale and wellness aren't merely outcomes—they're reflections of leadership itself.



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Department leaders don't just affect morale; they set its tone, define its shape, and sustain its essence, leaving marks on their people that last far beyond their tenure.

As a long-time student of leadership principles, I could not have written this any better. This is an excellent example of the value of AI as a tool to take complex topics and break them down into an understandable overview. The tools are also excellent at sorting vast data tables and spreadsheets.

Once you start posing various questions, you may quickly get hooked. So, while there is value to using these tools, we now need to look at areas of potential risk.

### **Why a Strong AI Policy Is So Important**

While chatbots can offer valuable assistance and make certain processes more efficient, there are also areas of concern that must be addressed in policy. The first deals with privacy and legitimizing your use. Your first step should be to discuss any plans to use AI chatbots for official use with your local IT personnel, legal counsel, and municipal leaders, which may help you do a risk assessment of the tool you want to use. Or your IT may steer you to the one they have already vetted for wider use.

Leaders must then clearly identify in policy what tools are allowed and under what circumstances to address these concerns:

*Protecting sensitive information and complying with the Criminal Justice Information Services (CJIS) Requirements.* By default, most publicly available chatbots (like those on free or consumer-tier plans) retain and may analyze user inputs to improve future versions of the model. This is typically disclosed in the provider's terms of service but is probably glossed over by many users. Enterprise versions, however, isolate your data and the system does not log any user inputs. These versions do come at a cost but can expand your ability to use them safely. Leaders must ensure their members are not using privately accessed chatbots to conduct official business unless it is for limited and specific rea-

sons you and your IT leaders have allowed.

*Hallucinations and flawed conclusions may taint results.* Chatbots may generate incorrect or fictional information that sounds plausible. If any chatbot responses are to be used in an official capacity, then all sources and citations must be double checked. I have personally experienced several instances where GPT manufactured source citations – complete with authors' names and the year of the publication – that did not exist. I

challenged GPT on it, and while it apologized, it could not explain where the sources had originated. Instead, it gave me alternate sources that inadequately supported the applicable conclusion. Caution should be taken with unsourced content. I identify such material and ask GPT to specify where it came from. If it cannot give me a specific source, I will generally not use it unless I

can confirm the information based on my own knowledge or alternate source.

*Overreliance on the tools.* One concern I have, based on conversations with officers, is that chatbots will make developing lesson plans and other training materials seem too easy, thus leading to flawed instructional material. I have tested out the creation of lesson plans and drafting of training summaries and articles. My conclusion is that using AI tools for these purposes is only the beginning and must be followed up with independent research and verification of content, preferably by someone with subject matter expertise. Remember that chatbots do not truly understand the content and may misinterpret nuanced situations and information. If a flawed lesson plan is used to train members, it could lead to poor decisions in the field and even be used against the agency in court.

*Legal issues must be addressed.* As already mentioned, any data placed in any chatbot must be in compliance with CJIS. Agencies also need to be aware of the rapidly evolving legislative landscape regarding governmental use of AI tools. At Lexipol, we track these legislative updates on the state and federal level and issue policy updates to our policy customers as needed.



*Use for report writing and other official and/or documents must be authorized.* As I pointed out in my prior article, some officers use chatbots to draft their reports for them. I will refer to you my previous article for the ethical, legal, and leadership issues related to that. A more nuanced use is for officers to draft their report but then run it through a chatbot to improve it. While this seems much more innocuous, it still poses certain risks. Suppose your officer speaks at one level, and then suddenly starts writing at a much higher level, using words they would not normally use. In that case, this may become fodder for cross-examination by a defense attorney. If considering allowing officers to do this, it should be with full approval and consent of the local district attorney. One New York district attorney told me he would rather know about it upfront and bring it out himself in direct examination. Some body camera companies are now offering automatic report generation functions. Before investing in such services, make sure your district attorney is on board with it and understands how it works. If adopted, close supervision will be critical to ensure officers are verifying the content of the report.

### **Just the Beginning**

For now, chatbots are excellent resources and, when authorized and used properly, can enhance agency operations. Even though I have long had access to legal resources like Westlaw, I always started my research with a Google search. I have now revised that and instead start with GPT or one of the other AI tools. For me, Google was always the *beginning* of the process. That has not changed with the availability of chatbots and other AI-based tools.

The bottom line: Leaders need to understand there always needs to be a “human in the loop,” verifying and double checking anything used in an official capacity. Draft a strong and clear policy and ensure all your members know what they can and cannot use.

### **Endnotes**

<sup>1</sup>I asked GPT to explain why it used “we” in the response. It explained: “In that section, I’m stepping into a human-explaining-human mode before shifting to how AI works. I always refer to myself or AI systems as “it” when distinguishing machine behavior, because unlike humans, we (AI) don’t have consciousness or intent.”

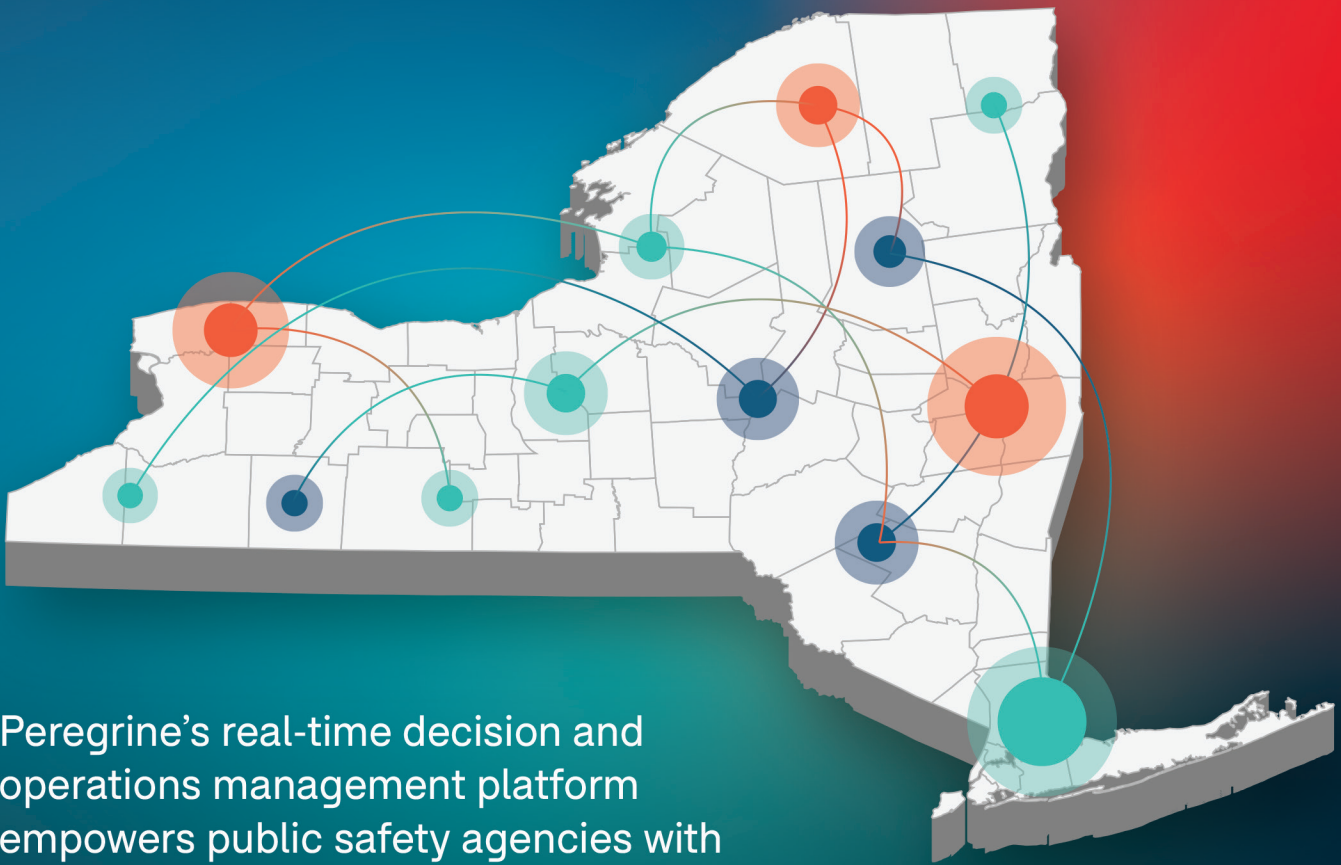
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# INTERSECTIONS

## Traffic Safety Committee

**Bill Georges, A/Chief (ret.) Albany PD**

*Chair, NYSACOP Traffic Safety Committee*

*NYSACOP Traffic Safety Outreach Liaison*

## Traffic Safety is Public Safety

**T**he NYSACOP Traffic Safety Team continues to serve our members and promote traffic safety engagement throughout the State. The team, working in concert with the NYSACOP Traffic Safety Committee (TSC), the Governors Traffic Safety Committee (GTSC) and other traffic safety organizations works to provide information, resources and assistance to all our members, their agencies and allied organizations. If you would like assistance/information regarding your agency's traffic safety matters, please do not hesitate to contact NYSACOP Traffic Safety Services Coordinator, Dan Denz at [ddenz@nychiefs.org](mailto:ddenz@nychiefs.org).

In recognition of both National and New York Police Memorial Week events that were recently held, we salute and honor all who made the ultimate sacrifice in the performance of their duties...we will never forget!

We continuously work to promote traffic safety training courses. These are routinely announced in NYSACOP bulletins, sent to our Traffic Safety Points of Contact and also posted on our website so please be on the lookout for them. Also as part of our continuing efforts to promote traffic safety, we are currently scheduling our Traffic Safety Executive Leadership seminars and Agency Traffic Safety Ser-

vices Reviews. If your region/agency is interested in having us present either, or both, of these trainings, please contact us and we will work with you to secure a date and location.

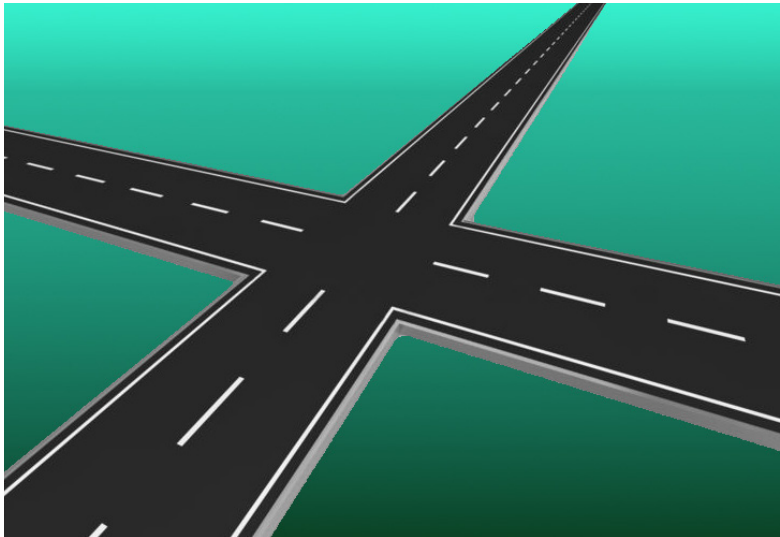
Legislative issues is another area that we work on

with our traffic safety partners. We are currently supporting the reintroduction of the Deadly Driving Bill and passage of NYS Bill A9923 and we are hopeful that these two bills will pass this legislative season. On the other hand, Senate Bill 3662 proposes limiting the frequency of traffic stops for minor violations and

looks to prohibit stops for equipment violations such as expired inspections. We are closely monitoring this effort. For your information, NYSACOP's Traffic Safety Position Statement and companion Talking Points are posted on our website.

We are always very pleased to get information about traffic safety initiatives that agencies have conducted in their regions and would like to take this opportunity to highlight Garden City PD's recent "No Empty Chair" initiative (see photo). If your department is conducting a traffic safety initiative, we would love to hear about it so we can showcase your department's

*Continued on Page 25*

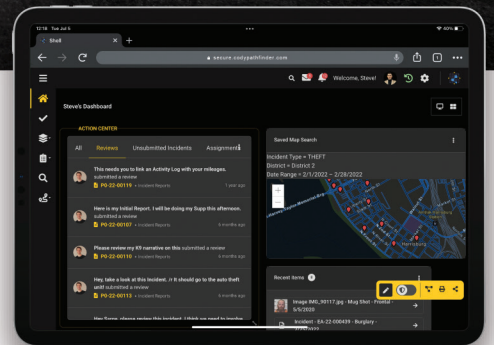


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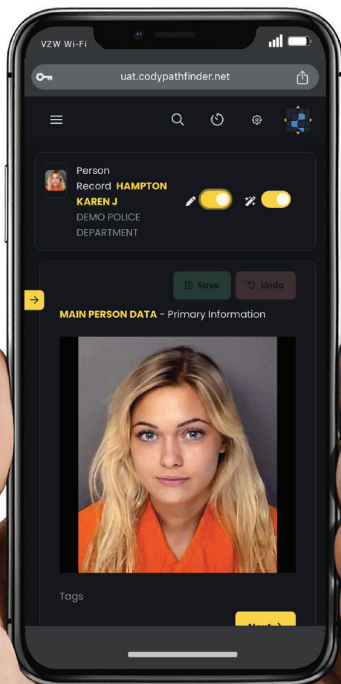
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*Continued from Page 23*

efforts and commitment to traffic safety. Please send us information and any photos that you have.

Recently the Team was pleased to present a Traffic Safety Executive Leadership session at the New Chiefs Executive Training in Niagara Falls, attend the ESLETS Conference in North Syracuse and the NYS Law Enforcement Recognition Awards Ceremony in Albany. Congratulations to all the award recipients! Some other conferences coming up include the NYSACOP Annual Conference scheduled for July 13<sup>th</sup> – 16<sup>th</sup> at the Karthrite Resort in Monticello, N.Y., the IACP Impaired Driving and Traffic Safety Conference in Chicago, IL on August 4<sup>th</sup> – 6<sup>th</sup> and the NYS Highway Safety Symposium on October 14<sup>th</sup> – 17<sup>th</sup> in Oswego, N.Y. where will be presenting a session. Please contact us if you would like any further information on any of these.

As the summer season is upon us, we all know that traffic offenses increase and your work is critical in keeping our roadways safe. Thank you to our members and Traffic Safety Points of Contact for assisting us with our mission. We all know that core components of

traffic safety are enforcement, education and public information so please keep up the good work to ensure our roadways and communities are safe for everyone.

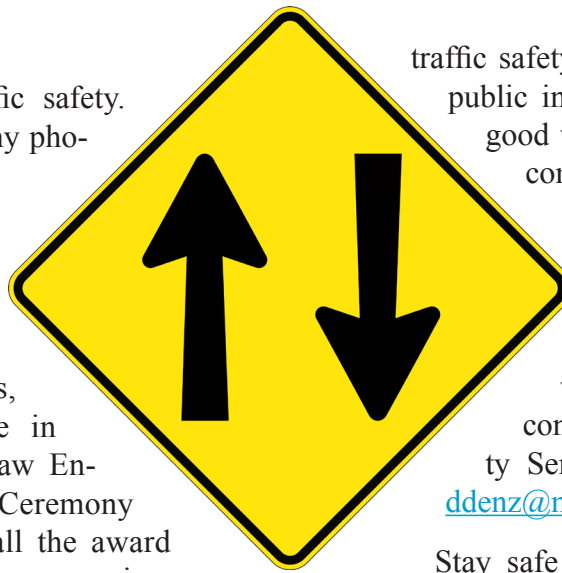
As always, we welcome your comments, inquiries, suggestions and involvement. For further information, or if you would like our assistance, please contact NYSACOP Traffic Safety Services Coordinator Dan Denz at [ddenz@nychiefs.org](mailto:ddenz@nychiefs.org).

Stay safe and remember Traffic Safety is Public Safety!

*Bill Georges, A/Chief (ret.) Albany PD*

*Chair, NYSACOP Traffic Safety Committee*

*NYSACOP Traffic Safety Outreach Liaison*



Detective Steve Roumeliotis speaks to junior and senior high school students to promote safe driving during Garden City PD's "No Empty Chair" campaign.



NYSACOP TSSC Dan Denz (left) meets with the NY State Traffic Safety Partners in attendance at the 2025 Annual LifeSavers Conference which was held March 8-12th in Long Beach, CA.

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# Improving the Future of Public Safety: 2 Programs You Should Know About



**G**ordon Graham here! And to all the 5%ers (if that moniker does not make sense, please read my last contribution to this newsletter) who sent me a message after my last article, a sincere thank you! While we are 2,500 miles apart (I write from and live in Huntington Beach, California, aka Surf City USA), the issues we face in law enforcement operations are almost exactly the same. Fortunately, “same problems have same solutions.” But before I get to one of those same problems, allow me to share with you a couple of educational programs that may be of interest to you and your agency. Full disclosure: I do not benefit financially from making these recommendations to you.

While I enjoy every class I have taught since 1977, there are two organizations I work for that have had a huge impact on improving the quality of public safety operations. First, I am honored to be a Distinguished Lecturer in the [University of Virginia's Master of Public Safety Program](#). Here is a quick synopsis taken from their website.

The Master of Public Safety is an online program designed for working public safety professionals who want to improve their leadership skills.

The coursework focuses on developing today's public safety leaders for tomorrow's public safety challenges. The curriculum is relevant to law enforcement and adjacent public safety fields including the fire service, emergency management, and more.

Graduates will earn a degree from the University of Virginia, one of the nation's top public universities, and finish the program with a deeper understanding of how to run complex organizations, negotiate and collaborate with peer agencies from the local level to the national, and build and nurture the community relationships that are vital for success.



University of Virginia, Master of Public Safety Program is online.

The genius behind this UVA MPS program is Dr. Bryon Gustafson. Hard to believe, but I met him when I was active in the California Highway Patrol in the 1990s. At the time he was working for California POST and we had a mutual concern about traffic collisions, pursuits and other vehicle-related issues. He moved on to become a chief of police and Sergeant at Arms for

the California State Assembly and along the way he picked up his PhD. Needless to say, he is a very smart and savvy guy.

Five years ago, we reconnected and Dr. Gustafson told me about his work and invited me to teach an elective course on risk management. The course is entitled, “Practical Applications of Risk Management in Public Safety Operations.” I am honored to team-teach this eight-week class with none other than Michele Wucker – yes, Michele Wucker, the author of *The Gray Rhino* and several other wonderful books. While this class is part of the MPS degree program, Michele and I are trying to convince the university to make it available in a stand-alone certificate program.

*Continued on Page 29*



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Another favorite program I am fortunate to be a part of is housed at Naval Postgraduate School in Monterey, California. The former chief of the Ventura Police Department was a contractor at NPS and he introduced me to the good people running the [Emergence Program](#). Taken from their website is this summary:

The Emergence Program is a unique opportunity for homeland security/public safety professionals who are in the first half of their careers. The program provides an educational forum and innovation lab for participants to explore “emerging” trends in the world around us (e.g., technology, social, and terrorism). Participants will discuss both the challenges associated with these complex trends as well as the opportunities to rethink how we protect our communities and the nation. In addition, program sessions will assist participants in “emergence” strategies for implementing innovative ideas, being a leader, and for a successful homeland security career.

My role in this program is very small. The students spend six months working with others and developing a program to improve the quality of their given department/company. I get them on their last day for two hours, and my opening statement to them is based on my 33 years of working for the CHP and my individual efforts to try to make things better. Here are these opening words.

Gordon Graham here. I have you for the last two hours of this course. For the last six months you have worked diligently to build a project to improve the quality of operations in your organization. You will be back to work on Monday – and let me tell you exactly what is going to happen when you introduce the work you generated at NPS. You will hear: *This won't work. We have always done it this way. Who do you think you are? Are you suggesting we do not know what we are doing? You know something – this organization somehow existed without your advice for 50 years prior to you getting hired – and let me assure you that we will exist for the next 50 years without your advice on how to do things better. This is what happens when stupid people go to school.*

I then go on to explain that from 1975 to 1992, I was writing memos to my department about “better ways to do things.” I was repeatedly shot down, sometimes with some very derogatory terminology attached to my suggestions. It was in 1992 that a very wise executive became aware of my work, and then all of a sudden, I was “really smart” in the eyes of those who had frustrated my efforts for almost 20 years. I then give the NPS students five strategies to get around the naysayers and get their program incorporated into their operations.

Both the UVA and NPS programs are extremely valuable. If you are interested or know someone who

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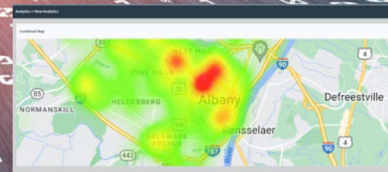
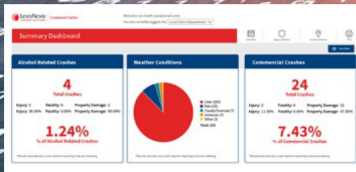
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Continued from Page 29

may be interested, please contact these organizations directly or drop me an email and I will forward it to the appropriate people at the institution.

Whoops! I now see that I am closing in on the 1,000-word limit established by Madame Editor – so let me close with some thoughts on recruitment of law enforcement personnel. This is indeed a hot topic from California to New York and all points in between – and I guarantee you the IACP conference this year will be filled with classes on how to “get the numbers up,” because we are shorthanded.

Right now, LAPD is shorthanded and cannot find enough recruits. The biggest sheriff’s office in America – Los Angeles Sheriff Department – is also short on recruits. But earlier this year the CHP (the biggest state police organization in America) ran three classes, and all started at the maximum capacity of 160 cadets. By the way, the CHP pays much less than LAPD and

LASO – and the cadets have to attend a six-month live-in academy and leave their family far behind – but

the CHP is turning applicants away! There are many parts to the “secret sauce” that the CHP is using, and that will be something I will write about later.

Until next time, please work safely – and thank you for everything you do to protect and serve your communities.

---

*Gordon Graham is a 33-year veteran of law enforcement and is the co-founder of [Lexipol](#), where he serves on the current board of directors. A practicing attorney, Graham focuses on managing risk in public safety operations and has presented a commonsense approach to risk management to hundreds of thousands of public safety professionals around the world. He holds a master’s degree in Safety and Systems Management from University of Southern California and a Juris Doctorate from Western State University.*



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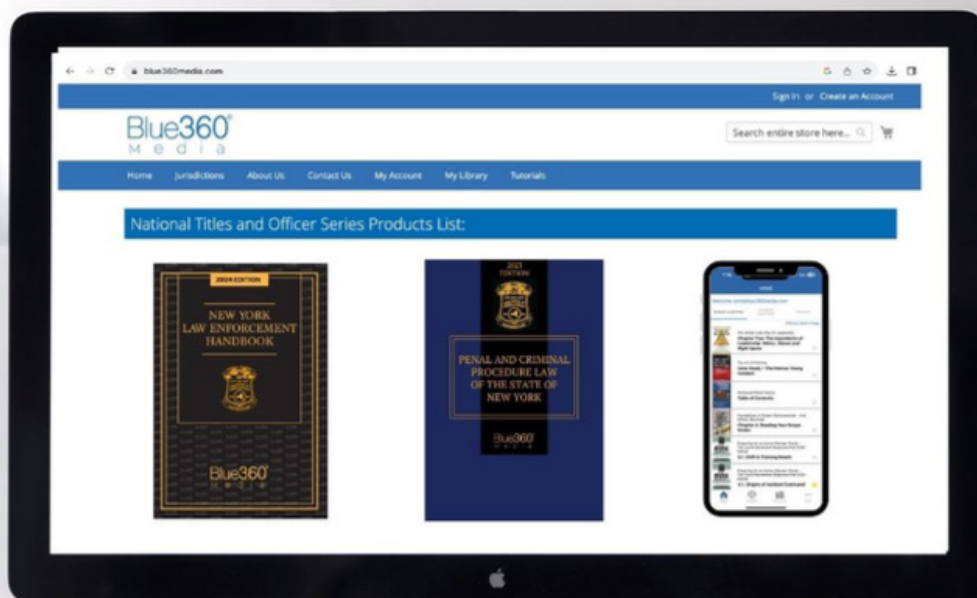
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




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# Factors in Leader Development: Leadership Traits

By Greg Veitch, Retired Chief of Police from Saratoga Springs, NY



## I Just Didn't Get To It

Not too long ago, I had a conversation with a young soldier about something that happened to him. I will call this soldier, Jeff.

Jeff had been through boot camp and had been assigned to his unit for a little while. Jeff is a hard worker, responsible, and has some leadership potential. Before too long his superiors noticed Jeff's capabilities and one day the commander of his unit suggested that Jeff put in for an early promotion.

This would require Jeff to put together some paperwork and submit his package for early promotion to his immediate supervisor, his sergeant (who would formally apply for the early promotion), before a certain deadline. Jeff's sergeant was tough on him, and Jeff didn't always think that the sergeant liked him, but Jeff's commander had already talked to the sergeant about a possible early promotion for Jeff, and so he wasn't too concerned as he handed in his package to his sergeant. He was looking forward to being recognized and rewarded for his excellent performance.

Some time went by, and Jeff thought he should have heard something about the promotion by then, so one day he saw his sergeant approaching in one of the hallways at headquarters and he took the opportunity to ask if his sergeant had heard anything about the promotion. The sergeant said, "Oh yeah, I just didn't get to it," and continued walking.

As Jeff told me this story, I could tell that he was disappointed. Like I said, Jeff was and is a hard worker, ambitious, responsible, and even though I do not work with Jeff on a day-to-day basis, he is someone that you can just tell has a great deal of leadership potential. That

Jeff is mature enough to handle this disappointment and will continue to work hard and serve our country with honor is something that I am absolutely sure of.

But this conversation with Jeff got me thinking about leadership and how simple things can have far reaching impacts on individuals and organizations. What happened to Jeff happens all the time, leaders, too often "just don't get to it" and as a result there are negative consequences for the four main pillars of leadership: leaders, followers, culture, and mission.

To begin, with we must acknowledge that perhaps the sergeant failed to submit Jeff's package because he had been given a more important task to complete by a superior officer and he really couldn't get to it. Or maybe the sergeant was dealing with an intense personal issue at the time that affected his performance. He may have been distracted or jealous of Jeff, or maybe he did not think that Jeff was ready or deserved an early promotion. Whatever the reason, if we assume that Jeff did in fact qualify for and earn an early promotion, we can find some leadership lessons in this situation.

In situations like this, our tendency is to focus foremost on the detrimental effect this had on the follower, Jeff. Certainly, Jeff was looking forward to an early promotion, he earned it.

And while Jeff can handle this setback, how many other soldiers would not be able to? How many times have we seen a good officer get passed over for a promotion and immediately shut down, becoming angry and bitter at the job, the chief and seemingly the world? We

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will all face setbacks in our careers and in life but when our setback is at the hands of one of our leaders who, “just didn’t get to it,” it can be a bitter pill to swallow.

Perhaps the sergeant could have reduced the negative impact this had on Jeff by communicating better. “Oh Jeff, I am sorry that I didn’t get your package in on time. It was totally my fault, and I will try to make it up to you,” would have been much better than, “I just didn’t get to it.” If the sergeant felt that Jeff was not ready for promotion, explaining his reasons for not submitting Jeff’s package would have been a much better approach than what actually happened.

Followers are one of the pillars of leadership. They are crucial to organizational and mission success. Leaders must focus on their followers. Leaders are supposed to be looking out for their followers, supporting them and keeping their best interests in mind. “I just didn’t get to it,” does not seem to be looking out for the follower, in this case Jeff.

We turn now to another pillar of leadership, the leader in this situation. “I just didn’t get to it,” is also detrimental to the leader in this instance. Perhaps the sergeant will not face any obvious negative consequences for his failure to submit Jeff’s package prior to the deadline. He probably won’t be busted in rank or lose pay. And even if his superiors are alert to what happened, in the end, Jeff can probably just pick up his promotion during the regular promotion schedule anyway. After all, an early promotion isn’t guaranteed to anyone.

But all leaders know when they fail. We might not want to admit it to ourselves. We can take great pains to justify our failures. But the fact remains that when we fail to do our duty as leaders, it does affect us. We don’t feel good about our lack of commitment, or lack of attention to detail. We know when we fall short of our own standards.

We do, however, learn to live with our own mediocre performance. “I just didn’t get to it,” reinforces a bad habit of failing to provide recognition and praise when earned. It sets a poor example. It has a negative

impact on the leader. “I just didn’t get to it” may become a habit we develop as a leader.

How might this incident affect the third pillar of leadership, culture? If we don’t recognize it and work hard at it, accepting “I just didn’t get to it” reinforces a culture of mediocrity in the organization. It becomes a normal part of how an organization or unit does business. Merit and ability are not prioritized. The welfare of the troops is placed on the backburner. Arbitrariness becomes not only a perception, but a reality.

## **PILLARS OF LEADERSHIP**



Hopefully this is just a one-time thing involving one sergeant and one soldier. If it is, great! We can try to do better next time, but leaders with experience know that it is unlikely that this is the only time “I just didn’t get to it” happened.

Good leaders will also recognize that this is not just a matter between the sergeant and Jeff. Everybody knows when a leader in the organization “just didn’t get to it.” Pretty soon, “I just didn’t get to it” becomes a pervasive element of the organizational culture beyond just one individual’s early promotion.

The negative consequence for the fourth pillar, the mission, may not be readily apparent. The mission of an organization doesn’t change based upon who is promoted or not. Jeff’s division is going to continue conducting business regardless of whether or not he gets that promotion or not.

But having a mission focus, especially in the military and policing, requires that we have the right people in the right positions. Highly motivated, highly qualified, well-trained leaders and followers in the right jobs are crucial for mission success. “I just didn’t get to it,” does not seem to be in alignment with the mission, particularly if Jeff does, in fact, deserve to be promoted. Not recognizing and promoting Jeff early is harmful to the mission.

“I just didn’t get to it” hurts. It hurts the leader him or herself as they do not live up to their leadership responsibilities and it reinforces poor leadership performance. It hurts followers as they are not recognized or

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rewarded for their excellent performance. It hurts the culture of the organization as merit and ability are replaced by mediocrity, while organizational trust and commitment are reduced when leaders “just don’t get to it.” It hurts the mission by failing to maximize personnel.

It seems like such a little thing, but it isn’t. Not in your line of work.

Does “I just didn’t get to it” sound familiar to you? Does your organization have too many instances of “I just didn’t get to it?” Have you not “gotten to it” recently? Can you do a better job of “getting to it?”

How many atta-boys haven’t been issued because the boss just “didn’t get to it?” How many grant appli-

cations haven’t been submitted because we “just didn’t get to it?” How many use of force investigations and internal affairs investigations languish without resolution for too long because the chief “just hasn’t gotten to it yet?” How many accreditation processes are stalled because we just can’t “get to it.” You get the idea.

It is impossible to be a perfect leader. We will occasionally miss opportunities like the sergeant did with Jeff. The key for leaders to improve is to recognize that this is not just a case of Jeff not getting an early promotion and it will all work out eventually. There is always more to it in leadership, and leaders have an obligation to recognize it, improve upon it and make sure that they and their organizations do not accept, “I just didn’t get to it.”



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# Crime Gun Intelligence: Available and Actionable Through the CAC Network

**Authors:**

*Intelligence Coordinator Samantha Monge  
and Lead Crime Analyst J. Conner Wright*

**T**en years ago, during the overnight hours in a quiet suburb, shots rang out in the parking lot of a nightclub. A silver, four-door BMW sedan peeled out of the lot just before officers arrived. Shattered windows and shell casings marked the scene, but thankfully no one was hit. Witnesses described an argument between two people in the club that spilled out into the lot. One of the involved subjects was on scene but claimed to not remember anything. Field Interview cards were completed, video requests submitted, and casings collected.

Two months later, investigators received an envelope. The casings from the nightclub incident matched casings recovered from a shooting in a nearby jurisdiction. The second incident, just two days later, involved a double shooting. One victim was an innocent child caught in the crossfire. Investigators dusted off their files and got back to work. If only they had known sooner. Today, they can.

Starting in late 2022, the New York State Crime Analysis Center (CAC) Network expanded its partnership with the U.S. Department of Justice Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) to enhance Crime Gun Intelligence (CGI) services and products. This effort aims to improve gun source and ballistic intelligence into timely, actionable leads for law enforcement. CGI is a collaboration between the New York State Division of Criminal Justice Services (DCJS), ATF, the New York State Intelligence Center (NYSIC), local law enforcement agencies, forensic labs and the CACs to focus on analyzing and investigating gun crime in local communities.

Using crime-gun sources and databases like eTrace, National Integrated Ballistic Information Network (NIBIN) and recovery information, analysts can track the lifecycle of a firearm. Armed with this information, CACs assist in identifying firearms and shooter information for timely investigations.

Each of the 11 regional CACs has a dedicated CGI

analyst who specializes in crime-gun data collection and supports the coordination of information and intelligence dissemination. In 2024, through the statewide strategy and partnership with ATF, each CGI analyst was brought onboard as a state contractor with ATF, giving them direct access to ATF systems. These analysts are now part of the ATF Crime Gun Intel Center



**Crime Gun Intelligence Lead Analyst J. Conner Wright demonstrating the use of the NIBIN BRASSTRAX station at the CRCAC.**

(CGIC), an interagency collaboration designed to collect, analyze and distribute intelligence and crime guns, mass shootings and major incidents across multiple jurisdictions.\*\* (Source ATF).

Additionally, NIBIN BRASSTRAX acquisition stations have been deployed in 10 CACs across the state. The BRASSTRAX acquisition station is a specialized instrument for the entry of cartridge case information into the ATF Integrated Ballistic Identification System (IBIS). The system captures high-resolution 2D images and precise 3D topographic information for comparison in the NIBIN database. Ballistic evidence recovered from crime scenes or test-fire casings from a recovered guns are entered into the system to search for potential links between incidents or to match with a recovered firearm. A lead indicates a high likelihood that

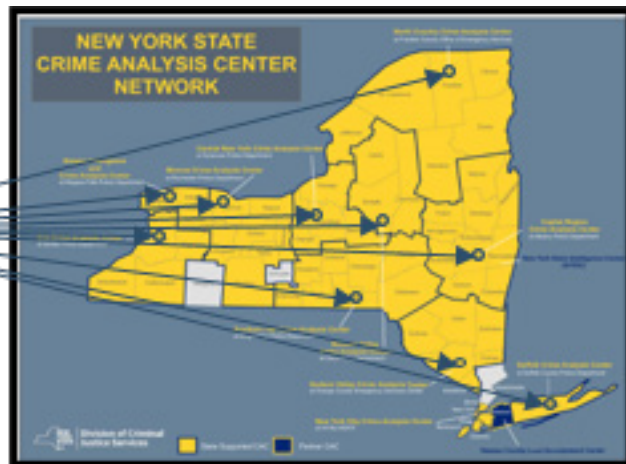
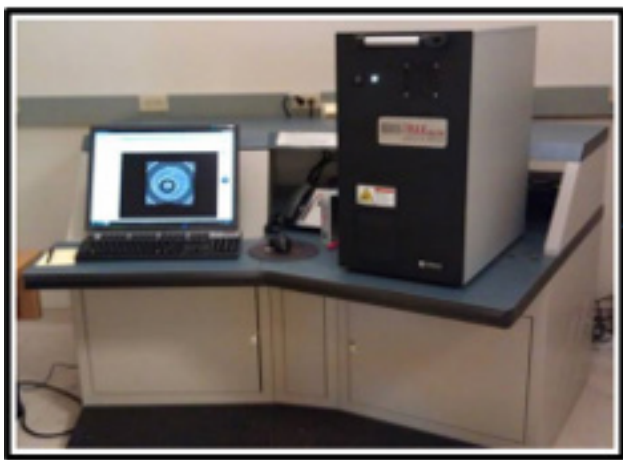
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two or more casings came from the same firearm. These results are communicated back to the field investigators to aid in their investigations.

Between 2023 and 2024, 3,336 casings involving

the effectiveness of the NIBIN process. This rapid turnaround is critical. By entering casings promptly, leads can be generated while investigations are still active. In exigent cases, comparisons have been returned in as little as 58 minutes. However, positive leads require



**NIBIN BRASSTRAX acquisition stations within 10 regional New York State crime Analysis Centers.**

2,379 separate incidents, spanning more than 100 different agencies, were entered into the CAC NIBIN Acquisition Stations.

The deployment of NIBIN systems across the CAC Network has significantly enhanced investigative support for law enforcement. One major advantage is centralizing the processing and analyzing of shell casings from multiple agencies. This centralization ensures consistency and strengthens the reliability of the information generated. This streamlined approach has also strengthened the collaborative nature between CACs and law enforcement. As a result, analysts can build trusted relationships with agency partners and provide case-specific support using available CAC resources.

Once a shell casing is acquired, real-time NIBIN and CGI analysis begins. Whether the result is “lead” or “no lead,” agencies are typically notified within hours. The timeliness of the notification process is critical in

additional intelligence and information to become actionable, particularly in multi-jurisdictional cases. No single agency has a complete picture when multiple departments are involved. CACs fill those gaps by leveraging access to incident data across jurisdictions.

The comprehensiveness and cross-jurisdictional nature of firearm activity can be depicted through a variety of CAC-generated products, such as the NIBIN Correlation Lead Report. These reports summarize the “life span” of

a firearm, whether recovered or unrecovered. Each report may include:

- Narrative summaries of linked incidents
- Incident maps
- Lists of involved individuals
- Associated firearms
- Copies of all involved law enforcement incident reports

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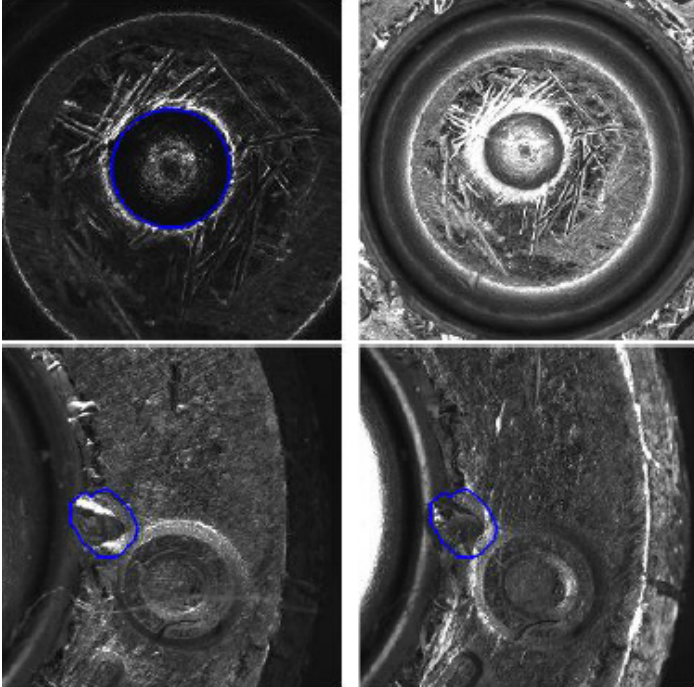
2023 and 2024 CACN NIBIN Statistics			
NIBIN Acquisitions to CACN	2023	2024	% Increase
Total Acquisitions Submitted	1090	2246	106%
Total Number of Involved Incidents	785	1594	103%
Correlations (At the Time of Submission)	321	700	118%
% of Correlations Generated	29%	31%	
Total # Agencies to Submit Acquisitions	80	100	25%



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- ATF NESS reports
- Forensic lab reports

These reports are distributed to all involved agencies allowing for coordinated investigations across jurisdictions. Additional CAC products – such as link



**High resolution images captured for comparison NIBIN database.**

charts and timelines – further enhance CGI investigations. These charts may illustrate activity tied to a single firearm or multiple linked incidents, improving situational awareness of regional gun crime trends.

The combination of advanced crime gun intelligence tools, ATF support, and CACN's local expertise acts as a tremendous force-multiplier, strengthening law enforcement's ability to investigate and close gun crime investigations.

The first 48 hours of any investigation are the most critical for gathering evidence and producing leads for a successful case resolution. CACs help agencies capitalize on that window by delivering timely NIBIN acquisitions, linking cases, and providing actionable intelligence. Gun violence impacts every community, and the vital lead your investigation needs may already be linked to a neighboring case. Today, thanks to the CACs, those connections are within reach.

### What is Eligible for NIBIN Analysis?

- Any spent shell-casing that has been recovered on-

scene of a shots fired or shooting incident.

- Any test-fired casing secured from a recovered crime gun; a handgun, long gun, or privately made firearm.
- Any casing that has not been previously submitted to an authorized NIBIN Acquisition Site.

NIBIN submissions can be scheduled during the Crime Analysis Center's business hours and off-hours for exigent circumstances as needed. Bring all necessary materials, casings, key data about the case and all associated firearm information. A NIBIN technician will acquire the casings and submit them for correlation. Requests to schedule an acquisition should be directed to your regional crime analysis center: [Crime Analysis Center Contact Information](#).

### Resources:

ATF Crime Gun Intelligence Centers (CGICs) Fact Sheet: [Crime Gun Intelligence Centers](#)

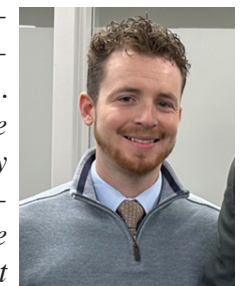
ATF National Integrated Ballistic Information Network (NIBIN) Fact Sheet: [National Integrated Ballistic Information Network Factsheet FY2023](#)

Crime Analysis Center Contact Information: [CAC Network Contact Sheet](#)

*Samantha Monge is an Intelligence Coordinator for the Office of Crime Analysis and Strategic Partnerships (OCASP) at the NYS Division of Criminal Justice Services (DCJS), where, among other areas, she is responsible for overseeing Crime Gun Intelligence within the NYS Crime Analysis Center Network. Previously, Samantha was a Lead Crime Analyst at the Central New York CAC with a focus on firearm trafficking investigations and NIBIN analysis. Samantha holds a master's degree from Sage Graduate School and is a NYS Certified Level 2 Crime Analyst.*



*J. Conner Wright is a Lead Crime Analyst at the Capital Region CAC in Albany, overseeing CGI and Overdose Units. He holds an M.A. in Criminal Justice and has Certificates of Graduate Study in Homeland Security and Cybersecurity from the University at Albany. He has achieved NYS Level 2 Crime Analyst certification and is currently contracted with the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF).*





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