

The New York State Chief's Chronicle



Serving New York's Police Executives Since 1901

June 2018



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Chief Dalporto standing with patrol vehicle. Note the Graphics on the rear door depicting Niagara Falls and the Falls in the background.



Evening photo of patrol vehicle overlooking the bridge to Canada.



NFPD SWAT vehicle.



Niagara Falls City Hall in the background.



Photos courtesy of Chief Brian Dalporto



Niagara Falls Police State and court complex. This modern complex was built in 2009 for \$40 million and houses 4 courtrooms, the city jail, and police headquarters.

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A publication of the
New York State Association of Chiefs of Police, Inc.
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Do you have an interesting law enforcement story or an article you would like to submit, photographs of member activities or field scenes?
Contact the editor: Larry Eggert at leggert@nychiefs.org

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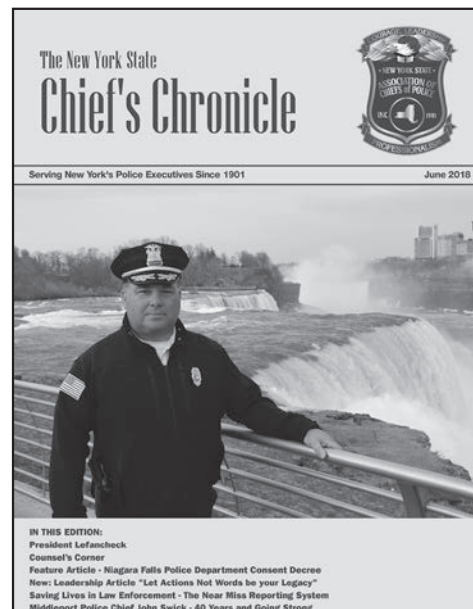
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On the Cover:

The feature article for the June 2018 edition of the Chief's Chronicle is the article prepared by Chief Brian Dalporto of the Niagara Falls Police Department. In the past few years, police departments have come under increased police scrutiny. Many departments, due to various factors, have faced the possibility of being placed under federal or state review. In his article, Niagara Falls Police Chief Brian Dalporto describes the factors that caused the Niagara Falls Police Department to become subject of a Consent Decree with New York State and how they were able to navigate a successful resolution to the decree. The cover photo is Chief Dalporto overlooking one of the great wonders of the world, Niagara Falls.

Photo courtesy of Chief Brian Dalporto



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President's Report

Sending Out a "Call to Arms" to My Fellow Members for Your Active Involvement Within NYSACOP



BY CHIEF MICHAEL LEFANCHECK, PRESIDENT; NYSACOP

By the time all of you receive this magazine, I will only have about one month left in my term as NYSACOP President and we will be deep in the final planning stages for our annual training conference on Long Island. To say that the year has gone quickly would certainly be an understatement but I have thoroughly enjoyed the opportunity to serve during this most unique time during our history. I'd like to use my final opportunity to address all of you, my fellow members, as a "Call to Arms" for your active involvement within NYSACOP.

During my travels this past year, I have had the good fortune to meet many new colleagues, renew old friendships and engage in fellowship all across New York. A common theme that I have heard from many of you is that you may not have the time or desire to seek a position on our Board of Governors as a zone representative, or follow the path our Vice-President's take, before ultimately serving as President, but you would like to possibly assist in some other way. I've also heard that many of you might not be able to make regular trips to the Albany area for meetings. I can assure you that those of us who are on our Board would greatly appreciate any help you could provide; with no or minimal travel necessary in some cases.

First, NYSACOP has a number of committees that have been established to assist the membership. Traditionally, these have primarily been assigned to members of the Board of Governors, most likely because those individuals have already shown an interest in assisting the Association and they also travel to the capital region for our quarterly board meetings. Fortunately, with today's technology, many committee meetings can be conducted via conference call and the need for regular travel does not exist.

One committee that could greatly benefit from a more active membership is our legislative committee. Our membership holds an important place in the law enforcement community of New York State and while we may not have the financial resources of other groups seeking attention in Albany, our voice should still be heard. It is imperative that all members, not just those on the Board, seek out, foster and build positive relationships with their local officials who have been elected to statewide office.

I have "walked the halls" in Albany during these past few years and it is always beneficial when the Assembly member or Senator knows their local Chief by first name. The conversation flows in a more open and direct manner and while we may not always hear

what we would like to, the relationship that has been established locally is vital to our entire Association.

Another committee has not actually been "established" but probably should, is a social media committee. I believe that NYSACOP could greatly benefit from a more active presence on social media and I know that many of you have some experience and expertise in this area which could greatly benefit our membership. I have no doubt that a small group of such members could provide a detailed roadmap for NYSACOP to take to expand upon our social media outreach efforts.

As many of you have probably noted during my term, I have spent a great deal of time talking about the financial health of NYSACOP. Like many non-profit organizations, our donations from telephone solicitations have decreased dramatically over the past decade, with little new income being generated to offset those losses. Persons with creative ideas that could provide with new opportunities to raise funds would be most helpful to our financial committee.

Our Program Committee traditionally focuses on the agenda and list of presenters for our annual training conference. A member does not have to be a member of this committee to forward along a name of a presenter or a topic area that you feel would be interesting and worthwhile for our membership to hear from or learn about. Law enforcement is a changing profession and the need to remain current in our skills is critical for our own continued development as Chiefs.

I ask that if after reading this, you feel you have something to offer the Association, please reach out and let us know. It does not matter if it is simply an idea on how you feel NYSACOP could better serve our members, every idea or offer of assistance is important.

It has been the highlight of my professional career to serve as NYSACOP's President and I thank all of you for your friendship and guidance during the past year. I have no doubt that Chief John Aresta will serve with distinction as your next President and I ask that you support him, as you have me.

In closing, I offer the immortal words of Plato, who said, "It does not matter if the cobblers and masons fail to do their jobs well, but if the Guardians fail, the democracy will crumble". I know the level of commitment that exists amongst the members of NYSACOP to ensure that the "Guardians" of this great state will never fail and that our democracy will continue for many years ahead. I am honored to stand a post along the Thin Blue Line with all of you.

The Law Enforcement Officer Near Miss Reporting System – Finally, an Anonymous Reporting System to Save Lives in the Law Enforcement Profession

BY DAVID WALTEMEYER AND BRETT COWELL

AN OFFICER'S CLOSE CALL

Sheriff's deputies ordered a wanted subject to lie prone on the ground. As the subject complied, a deputy approached, handcuffed the subject, and initiated a pat-down search for weapons. The deputy log rolled the subject to one side, patted him down, and repeated the process for the other side. Once the search was complete, the deputies brought the subject to his feet and transported him to the agency's central booking facility. At central booking, a corrections officer conducted a secondary search and found a loaded small caliber firearm in the subject's crotch.

Attention turned to the search performed by the arresting deputies, but the deputies were found to have performed the search appropriately per policy and training. It was determined that the subject's firearm shifted from side to side in the subject's baggy clothing as the subject was log rolled. In response to the incident, the agency made changes to policy and training, now requiring deputies to do an additional search of proned subjects once the subjects are brought to their feet.

LEARNING FROM NEAR MISSES TO IMPROVE OFFICER SAFETY

This incident above is just one example of a close call or "near miss" – a situation that could have easily resulted in an officer being seriously injured or killed had the chain of events been slightly different. Research has shown that near misses occur at much greater frequency than serious injuries or fatalities, with as many as 600 to 3,000 near misses for every fatality.¹ As such, near misses can serve as invaluable learning tools in accident prevention and risk mitigation, just as Gordon Graham pointed out in his article, *Real Risk Management: Learning from Mistakes – Before They Become Tragedies*, published in the February 2017 issue of *Chiefly Speaking*.⁵

The systematic reporting of near misses and lessons learned is well-established in other high-risk industries (e.g. aviation, medicine, military, fire service) and is widely recognized as an important practice for improving safety and preventing tragedies. Although long overdue, the law enforcement profession finally has its own near miss reporting system, the Law Enforcement Officer (LEO) Near Miss Reporting System.

THE LAW ENFORCEMENT OFFICER (LEO) NEAR MISS REPORTING SYSTEM

The National Police Foundation developed and launched LEO Near Miss in 2014 with funding support from the Office of

Community Oriented Policing Services (COPS), U.S. Department of Justice, and in partnership with the International Association of Chiefs of Police (IACP), Below 100, and other national organizations (pictured below).³



LEO Near Miss ([available at www.LEOnearmiss.org](http://www.LEOnearmiss.org)) is an online, non-punitive, and anonymous reporting system where law enforcement officers can share near-miss stories with fellow officers across the country and read the lessons learned by other officers to improve their own safety in similar situations. We know officers often share their near misses with their side partners, but rarely are these stories, and the lessons learned from them, ever shared with officers across the country. Reporting a near miss takes only 5-10 minutes and can be done at www.LEOnearmiss.org or through the free LEO Near Miss smartphone application (available on iOS and Android devices).

REPORTING TO LEO NEAR MISS IS NON-PUNITIVE AND ANONYMOUS

LEO Near Miss is strictly for promoting peer learning and enhancing officer safety and wellness. Unfortunately, the culture of law enforcement does not necessarily promote self-reflection or admitting mistakes, so officers may fear they will be "jammed up" for sharing near misses that may involve good-faith errors. As safeguards, when officers report near misses, they can do so *anonymously* as they are not required to provide any personally identifying information, and any identifying information in the report (names, locations, etc.) is permanently deleted before publication. But even with these identity protections in place, supervisors need to ensure officers are comfortable with anonymously reporting near misses and continuously encourage them to do so. Law enforcement officers will experience close calls. One officer's close call may unfortunately be another

—NEAR MISS REPORTING SYSTEM, continued on page 14

Counsel's Corner



Countering the Critics: Responses to Common Arguments about Police Use of Deadly Force



BY CHIEF (RET.) MICHAEL RANALLI, ESQ.

Few incidents inflame a community more than a police use of force incident that, on the surface, appears unjustified. In the rush to judgment that often happens after such incidents, law enforcement leaders face a deluge of criticism over department policies and officer actions. In some cases, the outcry becomes loud enough to trigger proposed changes in the laws governing police use of deadly force, as with the recent introduction of California AB 931¹. Following are some of the arguments critics of the *Graham v. Connor* “objective reasonableness” standard use and talking points to consider in response.

Focusing only on the point of time of the use of deadly force ignores the officer’s actions prior to the use of force. The officer may have created a situation where force became necessary or at least appeared necessary.

This begs the question: What does “created a situation” mean? How far back in the incident will this apply? Any time an officer intervenes to stop potentially criminal activity, they can create a situation that may lead to the need for use of force. And yet we rely on them to intervene.

In fact, the Supreme Court of the United States recently addressed this exact argument when it shot down the 9th Circuit’s “provocation rule” in *County of Los Angeles v. Mendez*.² The provocation rule held that an officer’s reasonable and lawful use of force is unreasonable as a matter of law if the officer intentionally or recklessly provoked a violent response and that provocation is an independent constitutional violation. In striking down the provocation rule, the Supreme Court recognized the rule’s inherent conflict with the *Graham* standard and further recognized the problems such a rule would create:

First, the rule includes a vague causal standard. It applies when a prior constitutional violation “created a situation which led to” the use of force. The rule does not incorporate the familiar proximate cause standard. Indeed, it is not clear what causal standard is being applied. Second, while the reasonableness of a search or seizure is almost always based on objective factors, see *Whren v. United States*, 517 U. S. 806, 814 (1996), the provocation rule looks to the subjective intent of the officers who carried out the seizure.

Let’s look at a hypothetical but predictable situation. Officers respond to a 911 call for a violent domestic at a residence. Upon arrival, the officers hear noise inside, but no one answers the door. The officers decide they need to enter based upon the emergency

aid doctrine exception to the warrant requirement.

Upon entry, the officers see that a male has severely assaulted a female. The male becomes outraged that officers are in his house. He picks up a fireplace poker, refuses all commands to drop it and charges the officers, who fire their service weapons at him in defense.

The officers’ use of force would arguably be objectively reasonable, precluding a successful Fourth Amendment excessive force claim. But now the question becomes, did the officers create the situation and should they now be civilly and/or criminally liable? What if a court subsequently determines that at the time of the entry, the officers did not have enough facts to satisfy the emergency aid doctrine and their entry was illegal? Does that now cement the officers’ fate under a provocation or other “created a situation” rule?

Advocates for the provocation rule would likely protest, “That is not what we meant—the officers may have saved the female’s life by their actions! Besides, the suspect was violating the law!” The reality is that many of the persons shot by officers in high-profile cases were violating the law, but this gets overlooked—or just accepted—by the media and the public. Where do you draw the line—what criminal behavior is acceptable and what is not? Myriad questions would arise, leading to potentially crippling confusion and indecision on the part of police officers. This is what can happen when you change the rules based upon the results of a small number of cases that admittedly have questionable underlying facts.

The *Graham* standard works and results in the proper outcome in the majority of cases involving the use of force. Many of those cases do not wind up in court because the rules worked, and the officers acted reasonably. Or they are brought but the courts apply the proper standard and find the officers’ actions to be reasonable. As the 7th Circuit Court of Appeals once ruled, “Like the district judge, we think that Douglas should have thanked rather than sued the officers.”³

We should focus on the reasonableness of an officer’s actions, not the reasonableness of their beliefs. The latter makes it too easy for them to say they believed their life was in danger.

This is a topic I have discussed in previous articles and the core of this argument completely ignores the realities of human performance factors. Focusing on the reasonableness of an officer’s

actions will bring the full brunt of hindsight bias upon officers.

As a society, we openly accept the need for multiple officials and instant replay in nearly every professional sport. Having multiple angles and being able to review a play in slow motion and as many times as needed is a good system to make sure the officials get the call right. But why is such a system necessary in the first place? Because human attention is limited even under ideal situations and can be even further hindered by stress and environmental factors such as lighting and weather.

But wait, the police can take a life—how can you possibly compare that to sports? To determine the root causal factors of a problem you cannot just focus on the result, but instead must focus on the process—what the problem is and where it occurred. Both sports officials and police officers possess and are subject to the same limitations of human attention and perception, and therefore the analysis of the process is similar. For police officers, we also need to consider that a person can generally act faster than an officer can react, which can lead to time compression of the decision-making process.

While the results in the two situations are clearly disproportionate in impact, the causal factors are the same. To subject officers to criminal and/or civil liability for being wrong, even though their beliefs were reasonable, is to ignore the root causal factors and punish officers for being placed in dangerous and rapidly unfolding situations.

Officers in many use of force cases that go to trial or cause big media headlines are not criminally prosecuted, but they are fired. Those who are prosecuted are rarely convicted, but they may also

Our use of force standards are not out of whack, they are just part of a multilayered system to address the complexities of police-citizen encounters!

be fired. Doesn't that show our legal use of force standards are out of line with the expectations we place on officers?

To effectively respond to this argument, it is necessary to set forth some basic premises of policing and liability—criminal and civil. Officers are subject to liability in three areas:

1. Criminal, which typically requires the highest level of culpability
2. Civil, which has different standards, rules and venues (federal and state) depending upon the type and nature of a claim
3. Administrative, which at the department level could lead to various degrees of discipline, including termination

A use of force incident review may trigger liability in all three areas, two areas, one or even none. All have their own standards of review.

The next concept that must be understood is that police policy is typically very comprehensive and separated by topic. A use of force policy essentially covers a moment in time in an incident. During that moment, everything the officer is aware of and/or reasonably believes is taken into consideration in determining whether the use of force itself was reasonable.

Pre-force actions, however, may be covered by different types of policies. Let's say an officer races into a house with a lone

suicidal subject inside, and that subject charges at the officer with a knife, resulting in the officer shooting him. This will probably be determined a reasonable use of force under the Fourth Amendment since the officer was under immediate risk of serious physical injury or death. Under New York law, the officer has the benefit of Article 35 to shield him/her from criminal prosecution. But, the officer may have violated another policy, such as the Crisis Intervention Policy, during the pre-force actions. This could lead to administrative punishment, which can include termination.

This is exactly what has happened in some recent high-profile use of force cases. There are layers of redress for citizens harmed by police actions, and the terminations of officers in such cases is an indication the system is doing what it is supposed to do. Such cases may also result in civil settlements or judgments, but for constitutional violations or state tort claims on issues separate from the use of force claim.

When officers are charged and are acquitted at trial, it may be because the jury is privy to what the general public is not—the actual facts. Expert testimony can put an officer's perceptions in proper perspective for the jurors and the jurors themselves can judge the credibility of the witnesses and the evidence.

OFFICERS SHOULD BE REQUIRED TO USE DE-ESCALATION MEASURES PRIOR TO USING FORCE.

De-escalation techniques should absolutely be used, *but only when they are possible*. Many critics of police use of force assume all situations can be successfully de-escalated by officers. This is not true. A person who is in a severe emotional crisis or in what appears to be a state of "excited delirium" may not be able to comprehend or even hear any attempts at de-escalation, which is premised on the ability to communicate with a person. It is particularly applicable to persons in crisis situations with limited risk.

De-escalation involves effectively communicating with a person in situations where crisis communications are appropriate. Conflict communication, however, is more appropriate for dealing with criminal suspects who choose to refuse to cooperate with police

For more on when de-escalation tactics are appropriate and when not, check out this webinar on-demand: <https://info.lexipol.com/webinar-deescalation-FSI>

officers. While beyond the scope of this article, the reality is the techniques used in each situation may be significantly different. Effective communications are critical regardless of crisis or conflict, but it is important to understand that in some situations

The correct response to public outcry following a use of force incident is to conduct a thorough and transparent investigation

the person will not listen or cooperate with officers no matter what they do or say. The police can only try, they cannot make the person comply. ►

It's easy to understand the dismay and even anger of members of the public who watch body-cam video of an officer involved shooting that, with the benefit of hindsight, was not exactly the way the officer perceived the situation. But this dismay and anger are hardly the basis for changing the established standards governing police use of force. Such feelings are borne out of a limited understanding of the law, the realities of policing and human performance actors. The correct response to public outcry following a use of force incident is to conduct a thorough and transparent investigation—not to rush to change laws or policies rooted in foundational legal and policing concepts. Police agencies must use the results of these investigations to continuously improve their policies and training.

(Endnotes)

¹The proposed legislation is comprehensive and would eliminate the current federal standard of objective reasonableness. Under the proposed legislation the use of deadly physical force must be “necessary” and would not be justified if the officer(s), through “gross negligence”, “substantially contributed to making [the force] necessary”. In other words, if the officer is wrong in his or her perception of the events, the force used would not, with the benefit of hindsight, have been necessary.

²581 U.S. ___, 137 S.Ct. 1539 (2017)

³*Bell v. Irwin*, 321 F.3d 637 (2003); Douglas was intoxicated, armed with multiple knives, threatened to kill any officer that came in the house and then would kill himself, opened the door and threatened to blow up the home with the propane tanks next to the house. He started moving toward the tanks and the officers fired bean bag rounds at him, causing injuries to his head.

New York State Association of Chiefs of Police Training Conference Agenda

Sunday July 15th, 2018

Registration 12:00 PM - 4:00 PM
Location: Library

Premiere Exhibitors 12:00 PM - 4:00 PM
Location: Garden Dining Room

Hospitality Room - 12:00 PM - 4:00 PM
Location: Pub 1910

New York City Dinner Cruise Price: \$60.00
4:30 PM - 10:00 PM
Location: Glen Cove Marina

Hospitality Room - 10:00 PM
Location: Pub 1910

Monday July 16th, 2018

Registration 7:30 AM - 8:30 AM
Location: Library

Opening Ceremonies 8:30 AM - 9:45 AM
Location: Garden Dining Room

Monday Training 10:00 AM - 5:00 PM
Location: Embassy Room

Clam Bake 5:30 PM - 7:30 PM
Location: Outdoor Swimming Pool

Casino Night 7:30 PM - 11:30 PM
Location: Embassy Room

Hospitality Room - 11:30 PM
Location: Pub 1910

- List of specific training topics to follow

Tuesday July 17th 2018

Registration 7:30 AM - 8:30 AM
Location: Library

Tuesday Training 8:30 AM - 11:30 AM
Location: Embassy Room

9/11 Museum Tour (Transportation Included)
1:00 PM - 4:00 PM
Location: 9/11 Museum

Hospitality Room - 8:00 PM
Location: Pub 1910

Wednesday 18th, 2018

Registration 7:30 AM - 8:30 AM
Location: Library

Wednesday Training 8:30 AM - 4:15 PM
Location: Embassy Room

Association Business Meeting
4:15 PM - 4:30 PM
Location: Embassy Room

Formal Reception 6:00 PM - 7:00 PM
Location: Garden Dining Room

Installation Banquet 7:00 PM - 9:00 PM
Location: Garden Dining Room

Live Music & Dancing - Featuring Rich Mahogany
9:00 PM
Location: Garden Dining Room

The Graffiti Consultants

Ten Steps to a Graffiti-Free City

Everyone wants a Graffiti-Free City. Follow these ten steps and that is exactly what you will get. Each of these steps is important and each needs to be taken to the max – full throttle. Otherwise...you are just going through the motions. Do them all and do them well and you will be successful. Good luck!

1. Just How Bad is it Anyway? How to Conduct a City-Wide Anti-Graffiti Survey

If you don't know where you are – how do you know where you are going? We all know that goals are important and for them to have real meaning, they need to be factually based. Many cities do not have appropriate performance measures for their anti-graffiti efforts. The one measurement that is by far the most important is “how much is there?” The graffiti should be counted – tag by tag – every year during the same week. That way you can tell if graffiti is going up or down. You will also learn lots of other valuable information such as the percentage of gang graffiti, the graffiti level in each council district, what objects are tagged the most, etc.

2. How to Recruit a Volunteer Graffiti Fighting Army

Volunteers are a key ingredient for a successful Anti-Graffiti Program. When provided with free supplies (i.e., rubber gloves, solvent, paint, brushes, rollers), volunteers become the hands and eyes that every city needs to combat graffiti. Volunteers take care of graffiti in their neighborhoods and report graffiti to the “Hotline” when they see it outside of their neighborhood. It is important to recognize and honor the volunteers to keep them motivated and going strong. The work of the volunteers, combined with city eradication staff is a winning combination in reducing graffiti.

3. The Best Solution for Graffiti on Private Property: Graffiti Ordinances that Work

Every city should have a strong Anti-Graffiti Ordinance that requires property owners to remove graffiti on their property within 48 hours of its occurrence. The property owners would be in violation of the ordinance if they did not remove the graffiti within 48 hours and subject to a fine. Prior to issuing a fine, the city should issue a warning letter to the owner in violation that explains the ordinance and gives him or her a short (ten days) time period to comply. The city should also offer a free one-time graffiti removal service to the owner and leave extra paint as a gesture of support prior to issuing fines for future violations. State and local laws also establish the consequences that graffiti vandals will face when they get caught.

4. Getting Graffiti Vandals to Stop: How to Establish an Effective “Package of Penalties”

Studies have shown that the “fear of getting caught” is the single biggest answer that graffiti vandals state when asked, “What would get you to stop tagging?” Dedicated police officers who focus

on graffiti crimes will increase the number of vandals who are cited or arrested. However, if no serious consequences are given to all those convicted of graffiti vandalism, there will be no “fear of getting caught”. The consequences also need to significantly increase for subsequent graffiti vandalism offences. The vandals are not helped when they walk away with a warning or a minor sentence. This will not be enough to get them to stop tagging. To help them stop this destructive behavior, they need to know that they will be held accountable by sentences such as incarceration, community services, restitution, etc.

5. Tips and Tricks for Catching Graffiti Vandals

When police departments rely on all their officers to catch graffiti vandals, what typically happens is that very few step forward and aggressively pursue a graffiti case. Most officers are either too busy or are not motivated to work on “lower level” crimes such as graffiti vandalism. This results in a significantly lower number of citations issued and arrests for graffiti related offences than if the city had full-time officers dedicated to building graffiti cases. These officers will infiltrate the graffiti networks in their cities and catch the leaders of the tagging crews. This is a huge step toward graffiti prevention. Experienced graffiti officers know that schools can offer a goldmine of information to help them in their pursuit of graffiti vandals.

6. State of the Art Graffiti Abatement Strategies for Success

Every city should have a Graffiti Reporting Hotline for people to call at any time. They can leave information about graffiti on a recorder. City staff will take this information off the recorder and then go and remove the graffiti. For the Hotline system to work, the abatement needs to occur quickly (24 to 48 hours). The most effective way to remove graffiti is to do it proactively. Proactive abatement is simple: see it...clean it. Provide proactive abatement where the graffiti can be seen by the most people. All graffiti seen from highways, expressways and busy city streets should be targeted. Another targeted area should be neighborhoods where there is a chronic graffiti problem. It is important to clean these locations frequently. Plan on staying at these sites for the long haul. When the graffiti has been virtually eliminated, expand into another area but don't leave the original location or the graffiti will return immediately.

7. What NOT to Do

It is as important to know what NOT to do, as it is to know what to do. Engaging in the wrong activities can be very frustrating and a huge waste of time and money. Most of these activities are not bad or harmful – they just don't give you enough bang for your buck. Among the activities to avoid are: group paint outs, newsletters, community conferences, multiple special events, mass postal mail outs, elementary school education programs and free walls.

—GRAFFITI-FREE CITY, continued on page 13

Middleport Police Chief John Swick Honored for 40 years in Law Enforcement



BY: CHIEF (RET.) LARRY EGGERT, DIRECTOR OF RESEARCH, DEVELOPMENT, AND TRAINING

Village of Middleport Police Chief John Swick was recently honored for 40 years of service with the Village of Middleport Police Department – including 31 years as Police Chief. Picture are Chief Swick receiving the “Gold Key” to the Village from Mayor Richard Westcott during a reception attended by over 200 family, friends, colleagues and well-wishers. John began his law enforcement career with the Village of Middleport Police Department in 1978. He was working towards his degree in Criminal Justice when he heard about a part-time job with Middleport PD. There was one fulltime officer and six part-timers working in the village at that time. John became a full-time officer in 1982 and assumed the duties of Police Chief in 1987. Since that time, he has grown the department to include 3 full-time



and 3 part-time police officers. Many local police officers have started their law enforcement career in Middleport and dozens of those officers took part in honoring the Chief. Alumni include members of the U.S. Secret Service, New York State Police, Niagara County Sheriff’s department, and many local police departments. In addition to protecting the Village of Middleport, the Chief has contracted with several surrounding towns to provide part-time and specialty police services, including court security for Royalton Town Court. His son Jeffrey has followed his father into law enforcement and is a police officer with the City of North Tonawanda Police Department. Chief Swick was honored in 2014 by the Niagara County Chiefs and Judges Association for rescuing several people from a house fire in the Village. He is a member of the New York State Association of Chiefs of Police, Western New York Chiefs, Niagara County Chiefs of Police Association, serves as a member of the Niagara County Opiate Task Force and is President of the Niagara County Traffic Safety Advisory Board. Very few people stay at any job for 40 years, especially the job of police officer. However, John has no plans to retire as he still enjoys his service to the Middleport Community.

Chief Swick recently took some time to shine more light on his four decades in local law enforcement with an interview with the Buffalo News. Excerpts from that interview follows:

Q: What led you into police work?

A: It was just something I had an interest in. My older brother had taken the state police exam, but ended up taking a job at Harrison Radiator instead.

Q: What are the most common calls your department receives?

A: It’s a mix. We don’t have a lot of domestic calls, but probably more than people would think. We have some simple larcenies and some animal complaints. We get traffic calls – they could be speeding cars, parking issues, loud vehicles – everything from A to Z.

Q: You have three children – did anyone follow you into law enforcement?

A: Yes, my younger son, Jeffrey, is a police officer in North Tonawanda. My middle child, John, is a principal in Old Forge in the Adirondacks and he has two sons and I have another grandchild on the way. And my daughter, Grace, is a teacher at the Royalton-Hartland Middle School and she coaches girls varsity basketball, so I like going to the games.

Q: Aside from the time you helped rescue the family from the fire, what other memories stand out?

A: I was thinking last May that I have never missed a Memorial Day parade, which is kind of neat, and I’ve worked the last 40 Halloweens, too. I missed the graduations of my three kids, but never a parade or Halloween.

Q: Is working in law enforcement tougher or easier when you’re in a small community where you know everyone?

A: Sometimes it’s a disadvantage when you know both sides. Then it might come down to who called you first (laugh). Because when people know you, they might expect you to give them preference. But most times, it’s a huge advantage to be part of your community because when other law enforcement comes into the area, they don’t know the people or the area.

Q: What’s the best trait for this calling?

A: Definitely compassion. It seems kind of cliché, but you have to have a willingness to help people. Sometimes I see people get into careers because the pay is good, but that’s why I like dealing with part-time officers in particular because I know they are here because they really want to be here – it’s not for the money. It’s been my privilege to help so many young men get started in this field.

See also <http://buffalonews.com/2018/03/24/middleport-police-chief-honored-for-lengthy-and-noble-service/>

Photos courtesy of the Lockport Journal



Effects of a Consent Decree on the Niagara Falls Police Department

BY NIAGARA FALLS POLICE CHIEF BRIAN DALPORTO



Before the situations in Ferguson, Missouri and Baltimore, Maryland, and when Andrew Cuomo was the Attorney General of the State of New York, the City of Niagara Falls entered voluntarily into a Consent Decree with the New York State Attorney General's Office. Niagara Falls PD was the first police department in New York State subject to these mandates and is different from a federal Department of

Justice (DOJ) decree. The federal government will step in when it has been determined that a police department has been involved

The Attorney General's Office concluded that the police department failed to adequately train, supervise and investigate questionable officer conduct.

in a pattern of misconduct and crosses a line of acceptability in terms of conduct, policy and procedure, training and practices. There has been some debate whether the State Attorney General has the authority to implement a consent decree. However, a municipality may enter into one voluntarily, as was the case in Niagara Falls. Some municipal lawyers have opined that voluntary consent decrees are a structured way to mitigate allegations that have been brought to the state Attorney General against a police department. However, in the case of Niagara Falls the allegations that prompted the decree issue were unsubstantiated. After the allegations were initially reported, the State AG proactively solicited citizen complaints against the Niagara Falls Police Department. Unfortunately, after these complaints were gathered, the NFPD was not given any opportunity to respond and retort the allegations. What should be of concern to any Police Chief or municipal administrator is that because the consent decree process has now been established, there could be pressure brought to bear for other communities in New York State to voluntarily accept a consent decree for any number of reasons.

HOW IT BEGAN:

Our journey began when the New York State Attorney General's Office claimed to have conducted an extensive investigation into the policies and procedures of the City of Niagara Falls Police Department. We were advised that this investigation was prompted after the AG's office received complaints, primarily from African-American residents of the city, that NFPD officers repeatedly engaged in excessive use of force during interaction with the community. The Attorney General's Office concluded that the police department failed to adequately train, supervise

and investigate questionable officer conduct. Further, they alleged that our department failed to adequately maintain or implement policies, procedures and practices to prevent and address excessive force and race discrimination. These claims were never substantiated nor were any officers charged with excessive force or civil rights violations in relation to these allegations. Furthermore, the Niagara Falls Police Department's Policy and Procedure manual had passed the New York State Accreditation process and an Office of Professional Standards within the police department had been in place since 2003.

Regardless of our status as an Accredited Police Department, the consent order mandated that the Niagara Falls Police:

- Revise its use of force policy to incorporate guidelines regarding all instruments and weapons an officer may be authorized to carry and appropriate use of each;
- Ensure that all reports regarding the use of force are completed in a timely manner and appropriately reviewed and investigated by supervisors to ensure compliance with the use of force policy;
- Collect and maintain data regarding the use of force for use in detecting patterns of improper conduct;
- Train supervisors and officers on new use of force policies, procedures for reporting and recording use of force, cultural diversity and appropriate conduct during citizen encounters;

You may assume that Accreditation will protect you from a consent decree but that may not be the case!

- Amend its protocol for internal investigations to ensure thorough investigations that include clear timelines and guidelines for investigatory steps and notification of complainants regarding investigation results;
- Hold periodic public meetings which shall include information about the police department and its operations, information about filing a complaint, and an opportunity for citizens to raise concerns about police conduct; and
- Participate in arbitration by an independent panel of prior citizen complaints of excessive force that were submitted to the City or the Attorney General within the past three years.
- At the expense of the City, hire an Independent Auditor to oversee compliance.

Reading the mandated items listed above, you may assume that compliance would be an easy and timely task for a police department that had already met the demanding standards required by New York State to be granted Accreditation. That is exactly what I assumed as a lieutenant when I was put in charge of directing our compliance with the consent decree. However, my assumption did

not account for the workings of our “Independent Auditor”. As per our contract, the auditor could bill the city by the hour for services. In some cases, the review of new policies took months and required dozens of versions/revisions before approval. After approval the department was still not “in compliance” because each new policy required training and use in the field before the policy would meet the threshold of being “in compliance”. I was also incorrect in assuming it would be a single person performing the audit. In fact, the audits were performed by a team of eight people, all billing by the hour. For example, if the auditors reviewed the use of force policy, it would pass between several of the auditors for review and comments (sometimes contradictorily) and then sent back to the Department for corrections and rewrites. Once this was done, the revised policy would again make the rounds. This would occur

The consent decree ended with little fanfare, unlike the high-profile news conference announcing the decree!

several times for a single policy while the auditing team would bill the city for thousands of dollars. This process was repeated over and over during the term of the consent order. A significant problem arose when the recommendations of the auditors to revise some policies violated the Union’s collective bargaining agreement (CBA). Despite warnings that these CBA violations would most likely be grieved and reversed in court (which occurred after the decree expired) the auditor mandated the policy changes anyway. In addition to the auditing fee, the City was responsible for all costs for travel and lodging for the auditing team. One of the most concerning facts about the auditor is that the auditing team consisted of several retired chiefs, police supervisors, a college professor and a lawyer; all with arguably the same or less qualifications as current members of the Police Department and members of our community who would have worked on these issues for free. As the process for compliance with the decree progressed, it became apparent that there was a financial benefit for the auditor to hold the PD as “not in compliance,” which in my view, unnecessarily extended the consent decree and billable hours to the City.

COMPLYING WITH THE MANDATES:

Our preexisting use of force policy provided guidelines for all instruments and weapons an officer was permitted to carry, as were reporting and supervisory review requirements. These existing procedures were enhanced by our auditors and required that supervisors respond to every use of force and occurrences of force situations and further, that these incidents be tracked by the Office of Professional Standards. Collecting and maintaining data regarding the use of force for use in detecting patterns of improper conduct was already being done. However, substantial training on new use of force requirements was required. We used Blue Courage for the required cultural diversity training, which was one of the best and most productive things to come out of this consent decree. Blue Courage training blends inclusive leadership and diversity learning. New protocols for internal investigations were implemented. A schedule of public meetings was published to allow citizens an opportunity to raise concerns about police conduct. The arbitration of prior citizen complaints of excessive force was addressed and settled out of court.

From 2010 to late 2015, when our consent decree ended, the City of Niagara Falls spent large sums of money that could have and should have been avoided or certainly accomplished at much lower cost. On November 30, 2015 the Niagara Fall Police Consent Decree expired with little fanfare, unlike the 2010 high profile news conference announcing the decree. The final evaluations found that the Niagara Falls Police Department was in “substantial compliance” with the consent order.

LESSONS LEARNED:

This long, expensive, and very frustrating process of navigating through our consent decree required many organizational changes with many of these changes having a positive effect on our department and our community. Benefits included, a greater feeling of trust between the department and the community, increased training, and greater supervisory oversight of department operations. However, those improvements came with a significant monetary impact. Allowing an auditing team to bill by the hour incentivized “noncompliance” ratings, which increased our costs. Overtime for supervisors and police officers increased significantly. The city was forced to pay monetary settlements or negotiate new contract concessions with our police unions for violating the CBA. In my opinion these changes, although needed, could have been accomplished quicker and at a much smaller price tag if done internally or in partnership with our own community. Fortunately, the Niagara Falls Police Department is large enough to absorb these costs but for smaller agencies these monetary considerations could be difficult to fund.

The final question to be answered is, how can police reform be accomplished without being so cumbersome and costly to the taxpayers who eventually must foot the bill? In my opinion, the answers lie with us; the Police Chiefs. We must constantly ensure that department policies and practices are consistently being updated in a manner reflective of current social issues occurring throughout our country. Training, an integral part of this effort, can never be sacrificed as a cost saving measure. Community relations, no matter the cost also must be a top priority of a department. An important indicator of the value of our investment in oversight, training, and community involvement was evident during the height of anti-police protests across the country following the incidents in Ferguson and Baltimore. While nationally, police departments were experiencing massive protests, community groups (including African-American groups) in Niagara Falls held pro-police rallies that reflected the strengthened bonds forged by our efforts to meet the mandates of the decree. I urge my fellow Police Chiefs to learn from our experience and put in the hard work necessary to meet the ever-increasing and constantly changing challenges of policing the 21st century.

Chief Dalporto is a 21-year veteran of the Niagara Falls Police Department and has been Chief of Police since 2013. He holds a Bachelors Degree in Criminal Justice and is a FBI National Academy Graduate (238). Chief Dalporto is also a 25-year veteran of the Air Force/New York Air National Guard currently assigned to the Niagara Falls Air Base with the rank of Lt. Colonel.

EFFECTS OF A CONSENT DECREE ON THE NIAGARA FALLS POLICE DEPARTMENT CONTINUED FROM PAGE 13



Chief Dalporto having fun with the kids.



Chief Dalporto working the crowd at a community event in Niagara Falls.



NFPD officers celebrating 125 year anniversary of Niagara Falls Police Department.



8. Let's Work Together: Forming an Anti-Graffiti Collaborative Partnership

Property with graffiti is owned and is the responsibility of many agencies including the City, the State, the Federal government, transportation agencies, utility companies, etc. It is critical that these groups not only meet regularly to discuss mutual issues related to graffiti, but that they also cooperate and assist each other when necessary. Most of the time, members of the public don't know (or care) who has the responsibility of removing graffiti . . . they just want it gone as soon as possible. The damage that occurs when these groups take the stand that "it is not our property, so it is not our problem" is difficult to repair.

9. Let's Stop it Before it Starts: Graffiti Prevention and Alternatives

Most graffiti or "tagging" is committed by male youth between the ages of 12 and 21. One piece of a successful Anti-Graffiti effort is to offer alternatives to tagging. The use of bus bench and utility box murals is a successful alternative. Public murals can beautify a city and are usually not destroyed by graffiti vandals. Schools and Parks and Recreation programs can reach out to the youth at risk to identify kids who tag and offer art programs and education about the risk of tagging (i.e., injury, jail, cost to their parents). Gang activity accounts for varying degrees of graffiti so every effort should be made to provide anti-gang alternatives.

10. Treasure Chest of Graffiti Related Topics

This section is a laundry list of general items that will help with your anti-graffiti efforts. Outreach is necessary for a successful Anti-Graffiti Program. The public needs to know how to report graffiti and how to volunteer to eradicate it. Also, the vandals need to get the message that graffiti is not tolerated in their city. Other items in the Treasure Chest include: having a web presence that is accessible from your City's home page, providing the media a list of "do's and don'ts", giving private property owners a Crime Prevention Through Environmental Design (CPTED) document on how to help keep their property graffiti-free, establishing appropriate performance targets or goals, continually research vendors of graffiti products, stressing safety in all of your activities, making sure all City Departments are all on the same page – graffiti wise and making sure all building permits require developers to keep their projects graffiti-free.

SPECIAL NOTE

A successful Anti-Graffiti Program always starts at the highest level of city government. The City Manager, Mayor and city council are the driving force to combat graffiti. They must take a stand and agree that graffiti is not to be tolerated in their city. Most importantly, they need to provide the resources to accomplish their anti-graffiti goals. After providing the necessary tools and funding for anti-graffiti efforts, city officials must monitor the goals of the program and hold the staff accountable for reaching those goals. Please remember, it is not enough to just do these Ten Steps if you are not really doing them well. There is a big difference between doing them in a half-hearted way and really doing them thoroughly. It can and does take time to design and master each of these steps so that they begin to have the desired affect – drastically reducing graffiti. Also remember that it takes all ten to really make a difference. You cannot have four of these steps working well and not have

the other six at all or having them running at a minimum level. You will also see that money is not a major issue in many of these steps. However,

it does take strong leadership to continue to push this anti-graffiti agenda through because some of these steps can take a long time to put into place. That's it...the answer to reducing your city's graffiti. Follow these 10 steps and your city will be much cleaner in as little as one year. It will work in all cities...big and small. Good luck and get busy!

Rick Stanton's expertise is in helping cities drastically reduce their graffiti in his role as owner of the Graffiti Consultants. His credits include:

1. Reducing graffiti **99.88%** in a large city in six years
2. Guiding his first municipal client to a **62%** reduction in graffiti in one year with almost no increase in budget, and
3. Recently completed a one-year contract with a city with a population of 50,000 and helped them recruit **1003** active graffiti fighting volunteers and reduce their graffiti an amazing **87.9%** in one short year.
4. Reduced the Hotline calls of a large city by **91.3%** in just one year.
5. Implemented a **"Package of Penalties"** for graffiti vandals in two cities.
6. Helped one city realize a cost savings of **85%** of their graffiti budget.
7. Led a city to a **98.26%** reduction in graffiti in one year.
8. Developing an 8-Hour online graffiti course that is **POST (continuing** <https://pixabay.com/en/the-homeless-place-cooking-space-sad-3301339/> **education)** approved for law enforcement in most states. Call for details.
9. The course is also approved by many **code enforcement** organizations.

He has been invited to be an expert speaker on several graffiti topics at National Graffiti and Law Enforcement Conferences in:

- New York
- Washington, DC
- Louisiana
- California
- Utah
- Victoria, Canada
- Auckland, New Zealand
- Calgary, Canada
- Arizona
- Nevada
- Nebraska
- Texas

He believes it is important to know that many cities across the nation are struggling with graffiti. Fortunately, local leaders can be the driving force to give their residents the gift of a graffiti-free city...without significant budget additions. The commitment to remove graffiti has practically a 100% appeal. They just need the right plan and to work that plan. That is why the "Ten Steps to a Graffiti-Free City" was developed. You can contact Rick Stanton for more information at (408) 206-4259 or rick@thegraffiticonsultants.com



officer's serious injury or fatality. Sharing information regarding near-miss stories can improve officer preparedness and ultimately save officers' lives.

LEVERAGING LEO NEAR MISS TO ENHANCE OFFICER SAFETY & TRAINING

Once stories are published on the LEO Near Miss website, training officers or first-line supervisors can print a PDF copy of the reports and use them for roll call or classroom discussions. Additionally, trainers can incorporate near-miss scenarios into defensive tactics and use-of-force training exercises to expose officers to real-world situations that almost resulted in officer



fatalities. Thus, officers will have direct input into officer safety training and related policies through the stories they share on LEO Near Miss, and this feedback loop can promote increased buy-in and participation in near-miss reporting. Without buy-in and consistent reporting, the system will not be effective or sustainable.

While LEO Near Miss can be an invaluable resource for lessons learned, the true value of the system lies in its ability to collect a plethora of data on near miss incidents—including factors such as environmental conditions at the time of the near miss, the type of call officers were responding to, and the number of backup officers on scene—for analysis so that the underlying trends in unsafe occurrences, and their contributing risk factors, can be systematically identified. This information can then be disseminated to the law enforcement community and used in training and policy development to improve officer safety.

AGENCY NEAR-MISS REPORTING

In early 2017, the National Police Foundation began a more targeted approach to increase near miss reporting by partnering with local law enforcement agencies, free of charge, to incorporate near-miss reporting into officer safety and wellness programs. In partnering with an agency, the National Police Foundation works with the agency to educate officers about near-miss reporting and assists the agency in developing a sustainable near miss program by providing promotional materials, guidance on how to incorporate near misses into training, and a model near-miss reporting policy. By utilizing the agency's "ORI9" identifier when agency personnel submit a near-miss report, National Police Foundation staff can provide more targeted and relevant lessons learned and risk analysis to that agency. This information can be used by the agency's training officers and leadership to enhance training, policy, and equipment decisions. Important to note, "ORI9" identifiers are not publicized and are only used internally by staff to facilitate agency-specific data analysis.

A DUTY TO ACT

Every day, law enforcement officers are at risk of being seriously injured or killed. In 2017, 129 officers were killed in the line of duty, and 31 have been killed thus far in 2018.⁴ More needs to and can

be done to protect officers. Near-miss reporting has significantly improved safety in other high-risk industries, and it can do the

If we can ensure that even one more officer makes it home safely to his or her family at the end of their shift, we have an obligation to act.

same in law enforcement if it is valued and encouraged, just as Gordon Graham asserted in his February 2017 newsletter article.⁵ Agency leaders and trainers need to be aware of this initiative, assist in educating the law enforcement community about the benefits of near-miss reporting, and incorporate lessons learned from near misses into training, just as other high-risk industries have done to great success. If we can ensure that even one more officer makes it home safely to his or her family at the end of their shift, we have an obligation to act.

ABOUT THE AUTHORS

David Waltemeyer is the Senior Law Enforcement Project Manager for LEO Near Miss. He retired from the Anne Arundel County Police Department (AACOPD) as an Acting Deputy Chief of Police after a 25-year career in law enforcement. During his career with AACOPD, David commanded all three of the department's bureaus—Patrol, Operations and Investigations, and Administration. David is an Adjunct Professor at the University of Maryland University College and has been a CALEA assessor team leader since 2015. David holds a Master's Degree in Management. David can be reached at dwaltemeyer@policefoundation.org.

Brett Cowell is a Project Associate with the National Police Foundation and has been integrally involved in the development of the LEO Near Miss system. Brett is also uniquely familiar with the near-miss reporting system used in the fire & EMS service from his experience as an Emergency Medical Technician with the Nokesville Volunteer Fire Department & Rescue Squad in Northern Virginia. In addition to LEO Near Miss, Brett has worked with numerous police agencies on a variety of projects, including critical incident review and evaluation of officer safety training. Brett holds a Master's Degree in Criminology, Law, and Society. Brett can be reached at bcowell@policefoundation.org or 202-833-1471.

(Endnotes)

¹Bird, Jr, F. E., & Germain, G. L. (1996). *Loss Control Management, Practical Loss Control Leadership* (revised edition). Oslo, Norway: Det Norske Veritas; See also ConocoPhillips Marine Safety Pyramid, (2003).

²Bird, Jr, F. E., & Germain, G. L. (1996). *Loss Control Management, Practical Loss Control Leadership* (revised edition). Oslo, Norway: Det Norske Veritas; See also Conoco Phillips Marine. (2003). *Safety pyramid based on a study*.

³For more information about the National Police Foundation, please visit www.policefoundation.org

⁴As reported by the National Law Enforcement Officers Memorial Fund (www.nleomf.org) as of March 23, 2018.

⁵Graham, G. (2017). *Real Risk Management: Learning from Mistakes - Before They Become Tragedies. Chiefly Speaking...*, 4-7.

Let Actions Not Words be your Legacy

It's no use saying "we are doing our best" You have got to succeed in doing what is necessary - Sir Winston Churchill

Great leaders often utter profound statements, some of which have endured for centuries and echoed upon many ears. Great quotes differ from infamous ramblings in that leaders' actions support what they have said. Words without actions ring hollow.

As leadership challenges and opportunities are presented, recognized, and addressed, true leaders will beset themselves with pure intentions, commendable conduct, and fitting deeds. Words assist in the motivational and inspirational process of achieving a vision, but the leader's noble actions actually will accomplish it. Communication undoubtedly is a critical skill when leading others and will impact the success or failure of leadership opportunities. But, it cannot be the only mechanism a leader uses to propel a vision from an idea to a fulfilled accomplishment.

When words are the only basis on which individuals try to inspire and motivate those under their command, their legacies as leaders will be failed ones. The words used in an attempt to

prophecy a vision will endure as an example of a missed or failed leadership opportunity. Unfulfilled campaign promises for social reform or tax reductions exemplify the failures of some politicians' attempts to masquerade as leaders when all they truly possess are words unsupported by actions. Unsupported words solidify an individual's legacy as a mock leader.

To make positive and meaningful contributions to any community, including the criminal justice profession, people must lead by

the example of their actions. Leaders words should compliment their actions. The popular phrase "if you talk the talk, walk the walk" validates the notion that people want the assurance that their leaders are dedicated to supporting their promulgations, rather than just speaking about them. Followers always will be wary of leaders whose words differ from their deeds. Action, or inaction, will speak louder than words in the development of a leader's legacy.

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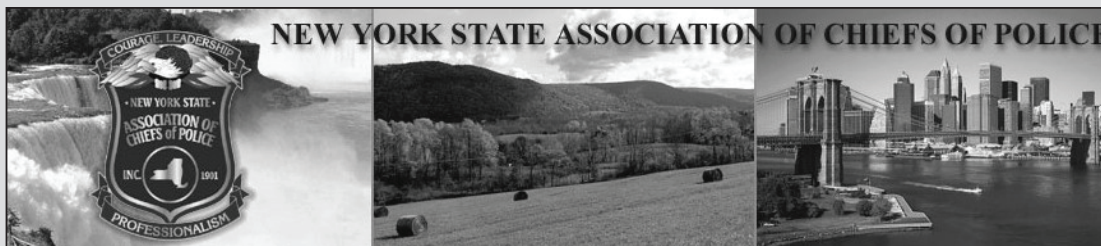
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Thank you for being patient during this transition to electronic membership profiles. We have found the first year to be a success for both the members and office staff!

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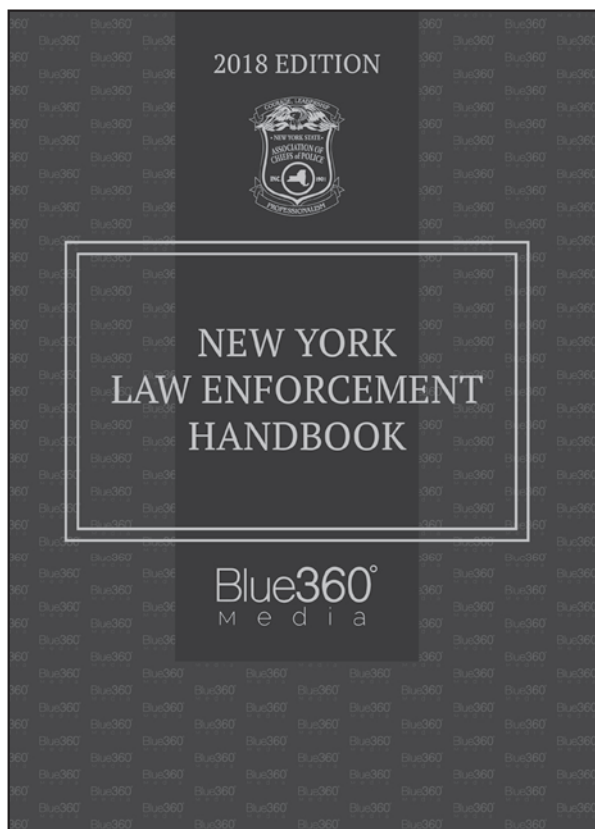
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Announcement: Blue360TM Media and the NY State Association of Chiefs of Police to Co-Publish *New York Law Enforcement Handbook*

Blue360TM Media, the leading information supplier to the law enforcement community, is joining forces with *New York State Association of Chiefs of Police* to co-publish a line of legal publications customized by New York officers for New York officers. This development provides police officers, police chiefs,



sheriffs, training academy instructors, and other members of New York State law enforcement with access not only to state criminal and traffic laws, but also key New York resources that make their jobs easier to accomplish.

Chief Michael W. Lefancheck, president of the *New York State Association of Chiefs of Police*, states of the association's partnership with Blue360[°] Media: "We're excited to bring New York-specific sections to all officers in the state of New York and

hope that these publications will become valuable resources to every officer."

The 2018 edition of the *New York Law Enforcement Handbook* is the first publication to release from Blue360[°] Media and NYSACOP's partnership and brings new content to a longstanding resource. The *New York Law Enforcement Handbook*, which is in its twenty-third year of publication, includes a special informational section—the New York "Blue Pages"—that provide valuable protocols, investigative tips and guidelines, quick legal references, checklists, and supporting depositions for an officer's use in the field and at headquarters. The *New York Law Enforcement Handbook* also covers new laws, statutes, and legal changes from the latest legislative session, such as:

- New York police officers are to complete training in cardiopulmonary resuscitation during the police academy and every 2 years thereafter.
- Law related to proper maintenance of victim evidence kits clarified to explicitly apply to police and prosecutorial agencies.
- New legislation, to be phased in over time, raises the age of criminal responsibility to 18 years old.

The *New York Law Enforcement Handbook* is now available for advanced purchase on Blue360[°] Media's website. For a complete listing of Blue360[°] Media publications, visit www.blue360media.com.

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Blue360TM Media is a leading information supplier to the law enforcement community. Our mission is to help the law enforcement community be more efficient by providing them easy access to the latest laws, rules, and regulations, and by equipping them with the tools to educate and train officers, management, the courts and the community. To learn more, visit us at www.blue360media.com.

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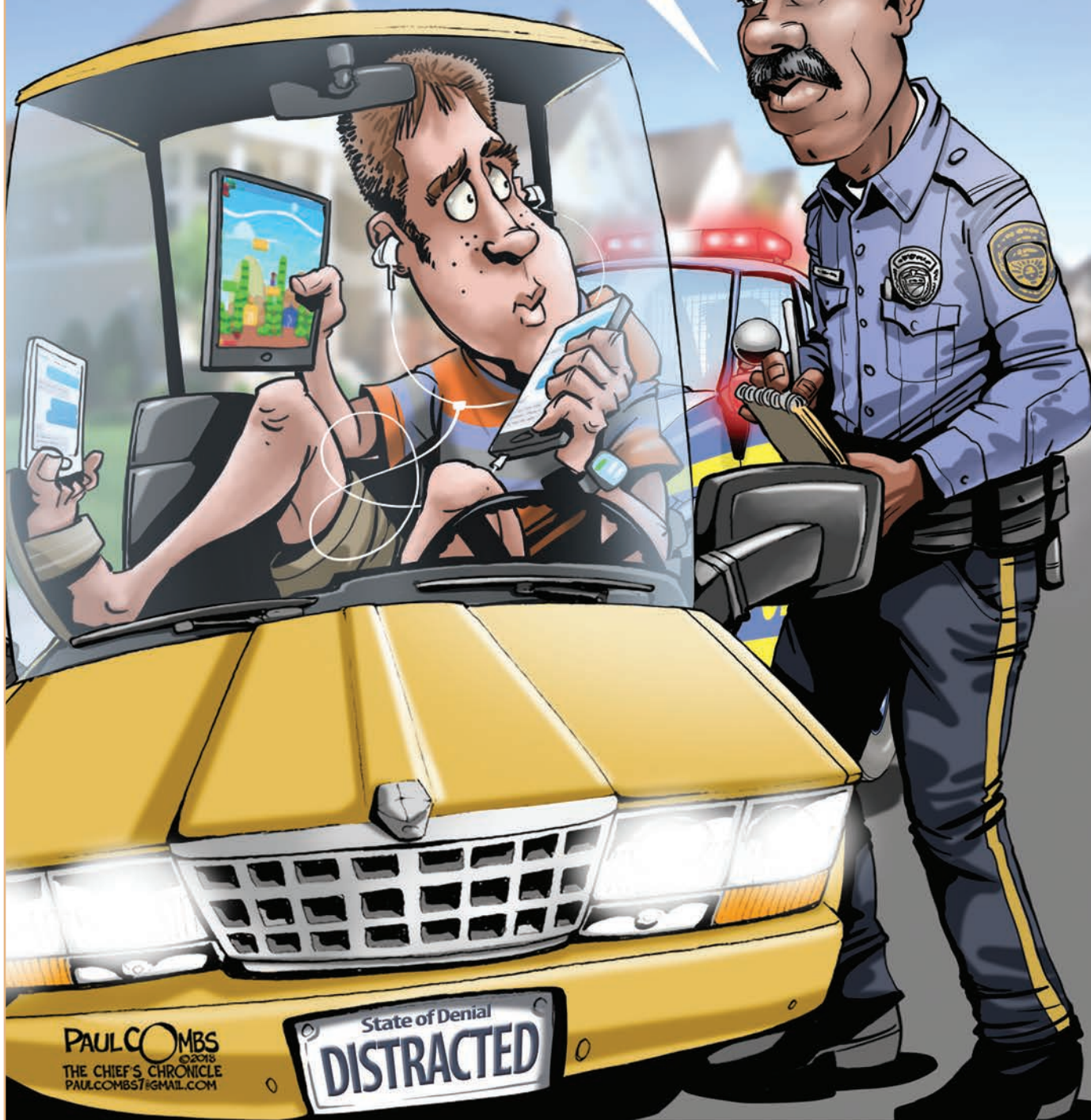
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