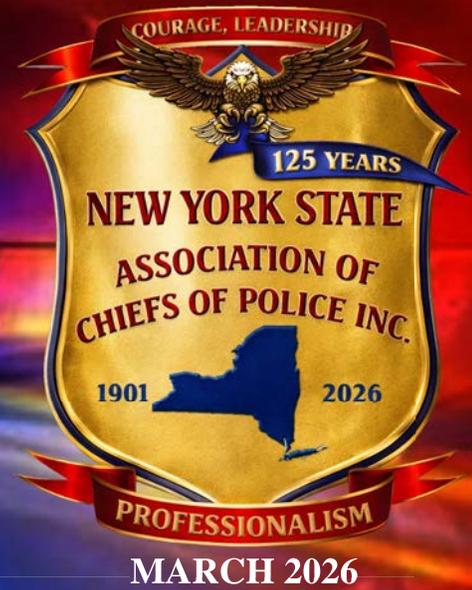


# The Chief's Chronicle

NEW YORK STATE ASSOCIATION  
OF CHIEFS OF POLICE, INC.



## THE FACTS ABOUT 287(g)

By Chief (Ret.) Patrick Phelan

If you're anything like me, one month ago you had a limited understanding of what a 287(g) agreement is. I was fortunate to attend a meeting in January 2026 with Border Czar Tom Homan, a meeting arranged by Chief Matthew Rourke of the St Regis Mohawk Tribal Police. At the meeting I was able to sit down with Homan, Rourke, and a handful of local chiefs and sheriffs in the north country. We had a robust discussion about border security, what we needed from ICE, and what they needed from us. I was able to communicate to Homan that our members had been asking for increased communication and coordination with ICE so that we are at least aware of their operations in our jurisdictions. I explained to Homan that it can be particularly challenging for a chief when ICE conducts



ALBANY – Gov. Kathy Hochul unveiled new anti-ICE proposals.

operations in the chief's jurisdiction without his knowledge. Homan was receptive and promised future talks on the topic. Homan also touted 287(g) agreements as a

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### What's Ahead

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**TRAFFIC SAFETY  
COMMITTEE**

Frank Galerie  
Director

**FACTORS IN LEADER  
DEVELOPMENT:**

Greg Veitch  
Ret. Police Chief

**LEADERSHIP  
THREATS**

**GORDON GRAHAM:**

**"BELOW 100"  
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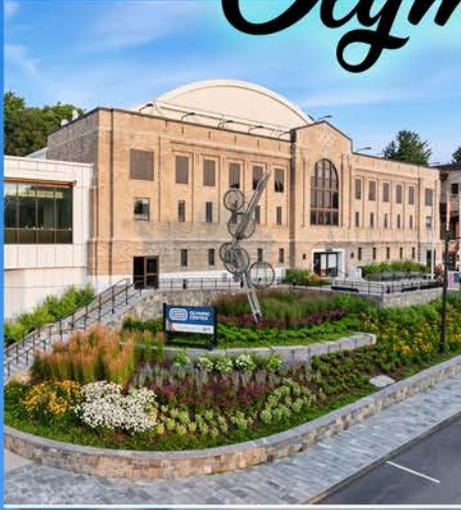
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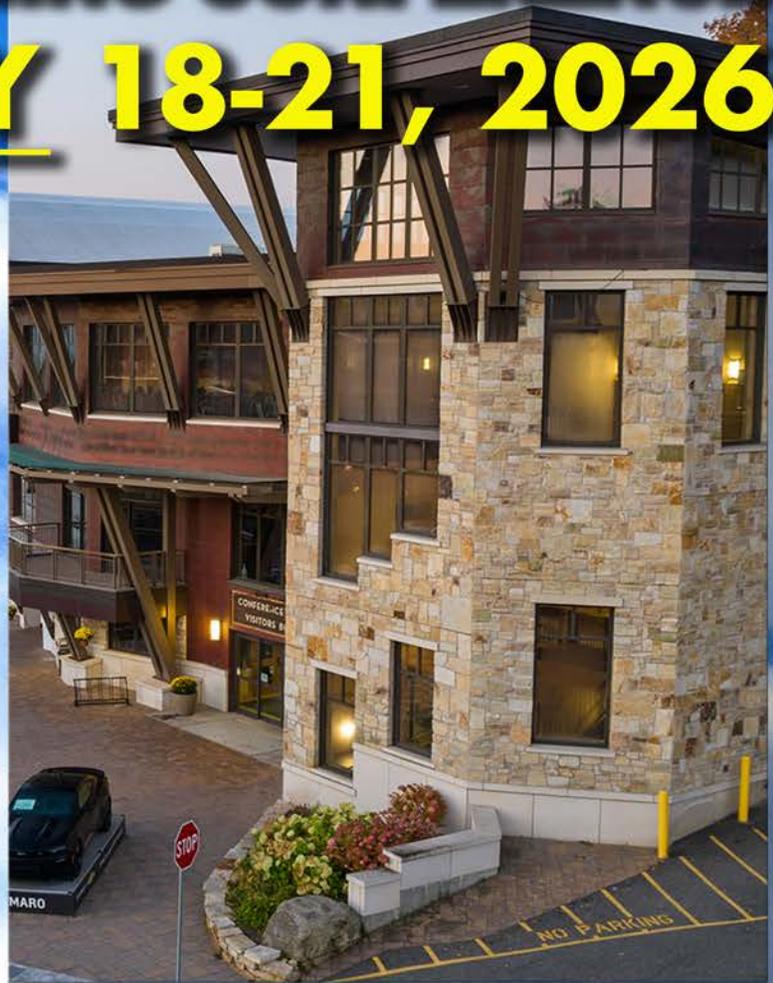


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KEN PEREZ

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# FROM THE PRESIDENT

*President  
Chief Paul J. Oliva*

*Town of Mt. Pleasant Police Department, Valhalla, N.Y., PD*



## Identifying Available Benefits

Over the past five years, law enforcement nationally has endured many challenges. These challenges have necessitated changes in law enforcement through leadership. In January of 2020, change was initiated to Article 245 of the New York State Criminal Procedure Law concerning bail reform. In June of 2020, New York State Civil Service Law 50A was repealed and simultaneously, the Police Reform Initiative was created by the Governor's Executive Order. Adult use of cannabis was legalized in March of 2021. In response to these challenges, New York law enforcement has been receptive, dynamic, and resilient in their approach to these changes. While we have made changes and weathered a storm of negativity, the cumulative effect of all of these events has made the calling of public safety more dangerous and left public safety officers and leaders more exposed.

As President of the Association, my main goal is to enhance the benefits of those in law enforcement because it is the right thing to do, and it may also help to counter the negative effects of these challenges. The men and women in law enforcement put on a uniform each day and work with honor and integrity to keep the public safe. Special focus should be on those injured and for the families of those that are killed in the line of duty.

In an effort to meet this goal, I endeavored to do the research on death benefits and read the General Municipal Law section 208 f, navigated the website of the

Office of the NY State Comptroller, and read official legal opinions. These laws referred to other laws, including Social Security laws. The text became a labyrinth and after spending hours, I came to the realization that assistance was needed. After speaking with Executive Director Phelan, he suggested that we consult with Mr. Oleg Chernyavsky.

Mr. Chernyavsky was previously on the Board of Governors of the Association as the liaison to the NYPD. Oleg was with the NYPD since 2002. Being a talented lawyer, he was assigned to the Legal Bureau and rose through the ranks during his career. In 2019, he was promoted to Assistant Deputy Commissioner of Legal Matters. In 2022, Mr. Chernyavsky was appointed

to Chief of Staff for the Police Commissioner by Commissioner Keechant Sewell. After Oleg's retirement from NYPD, NYSACOP President Shawn Heubusch appointed him to the NYSACOP Board as a special legal advisor.

Director Phelan and I met with Oleg in my office and a plan of action was devised on how to proceed. After reconvening, I did feel somewhat vindicated when Oleg found in his research that the available benefits were complicated to navigate. As a result of this research, it was determined that we would focus on some clear objectives. The first one being a need to create a lump sum payment amount. This would assist the family of members killed in the line of duty, outside of New York

*Continued on Page 6*



*From the President's Desk*

# FROM THE PRESIDENT

*Continued from Page 5*

City. The benefit process can take some time and this immediate payment will help ease financial burdens created as a result of the line of duty loss. New York City Officers have the benefit of a large union and other groups that immediately render financial assistance to families of fallen officers.

A second objective is to clarify and identify all of the available benefits. The plan is to create a resource document that will be available on the NYSACOP website for reference when needed. The final objective is to contact families of fallen officers and using focused questions, determine if they have encountered problems or can identify needs during the process that they have gone through. This will help identify other areas where our organization may be able to advocate for change. A questionnaire has been created and distributed to the Board of Governors so they may assist by contacting the families of fallen officers in their respective zones. This is currently a work in progress. On the federal level, United States Senator Gillibrand from New York and Senator Cruz from Texas have co-sponsored a bill to amend the Public Safety Officers' Benefits Program. The bill, if passed, would speed up benefit determinations, prevent unfair taxation of surviving beneficiaries, and extend benefits to permanently disabled officers currently excluded from the program. The bill was examined by attorney Robert Barrows. Mr. Barrows is on the Association's legal team and advised that the benefits from the PSOB are stackable. This means that they will not replace or substitute for any benefits that an officer or family members are currently entitled to. The Association is supportive of this proposed legislation as it will enhance benefits for law enforcement.

In an effort to enhance benefits for our membership, Director Phelan has started the process of creating a Federation of Police (FOP) lodge. As a police chief,

one could find themselves in need of legal assistance. That type of help is expensive. Currently, there is no Association legal plan and the FOP offers the best option for police executives' legal assistance. Members of the FOP are eligible to purchase legal coverage. The ability to have access to a legal plan will be a great benefit for our members. Thanks to Director Phelan for his initiative on this undertaking.

The last item that I would like to offer an update on involves the salary cap for retired officers. This applies to retired officers engaged in municipal work

below the age of 65. Currently, the salary cap for retired officers who fit into this category is \$35,000 annually. If this amount is exceeded, it triggers a freeze of pension payments for the remainder of the year. There is no cap pertaining to jobs

in private sector employment. For this reason, many retired officers opt for work in the private sector. Many law enforcement executives and municipalities need to rely on part-time employees to help reduce costs. The benefit of using these once-retired officers is the wealth of training and experience that they bring with them. The problem is that the cap is too low. Being able to expand the availability of these part-time workers will help handle staffing shortages, reduce overtime, and not incur the expense related to health insurance coverage. Raising this cap will not have a negative impact on the pension system. This issue has received some attention, and in February, I sent a letter to Governor Hochul to request raising the current salary cap to \$75,000. We are hopeful that the Governor will understand the importance of this move to help address issues affecting staffing in NY law enforcement.

Thanks to all that have assisted in moving this agenda forward.

Fraternally,

*President Paul Oliva*





### COVER STORY CONTINUED

## THE FACTS ABOUT 287(g)

method for local agencies to work with ICE collaboratively. I had intended to author this article about 287(g) agreements to help people like me that had limited understanding and familiarity with the agreements. Then a brief time later came Governor Hochul's announcement that she intended to outlaw the agreements. What is a 287(g) agreement?

A 287(g) agreement is a formal agreement between a state, local, or tribal law enforcement agency and the United States office of Immigration and Customs Enforcement, which is under the Department of Homeland Security. It is authorized by section 287 (g) of the Immigration and Nationality Act which was added by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, during the Clinton administration. Ice offers three different models of agreement.

1) Jail Enforcement Model (JEM) which focuses on identifying and processing removable noncitizens in jails and correctional facilities.

2) Task Force Model (TFM) which allows officers to enforce immigration law during routine duties.

3) Warrant Service Officer Model (WSO) Permits serving and executing administrative immigration warrants on individuals in custody.

### How common are 287 (g) agreements?

As of February 2026, ICE reports 1,400 active memorandums of agreement with law enforcement agencies across forty states, covering thousands of officers. A complete list is available on the ICE website <https://www.ice.gov/287g>. According to the website, there are only twelve agencies in the state of New York with active 287 (g) agreements in place. Eight Sheriff's Departments and four police departments. With approximately 530 police departments in New York State 12 agencies with 287(g) agreements represent less than

3% of all NY law enforcement agencies.

### What does Governor Hochul propose?

On January 30th, 2026 Governor Hochul introduced her proposal for the "Local Cops, Local Crimes Act." The bill seeks to ensure that state and local resources remain dedicated to addressing local crimes rather than assisting with federal civil immigration enforcement. Hochul framed the legislation as a way to protect New Yorkers, strengthen constitutional safeguards, and prevent local agencies from being involved in federal civil immigration enforcement. She emphasized that local



police should focus on protecting streets and communities from crime, not enforcing civil immigration matters. The act is a proposed law that would, among other things, prohibit local municipalities from entering into 287(g) agreements with ICE. The bill would eliminate and void any existing or future 287(g) agreements in New York. The bill would also ban state and local police from acting as federal agents or using taxpayer funded

*Continued on Page 8*

# THE FACTS ABOUT 287(g)

Continued from Page 7

resources, personnel, or equipment to carry out federal civil immigration enforcement. The legislation would further prohibit federal agents from using local jails or detention centers to house individuals detained solely for civil immigration reasons. It would also bar the use of these facilities for “mass raids,” detainee transportation, or other civil immigration operations. The act does not prevent local law enforcement from collaborating with federal agencies on criminal investigations or apprehending individuals wanted for “serious” crimes. If passed, New York would join other states – including California, Illinois, New Jersey, Oregon, Washington, Connecticut, and Delaware – that have enacted similar prohibitions on 287(g) agreements.

NYSACOP has taken no position on this bill. While the argument can be made that local police officers should not be enforcing federal immigration laws, municipalities should probably be allowed to make those decisions for themselves. There is also a compelling argument to be made that the safest method of enforcing immigration laws is to make apprehensions in local jails. Safer for the person being taken into custody, safer for the law enforcement officer, and safer for the general public.

As of mid-February 2026, the Local Crimes, Local

Cops act, remains under consideration in the NYS legislature. Governor Hochul has expressed her intent to work with legislators to advance this legislation swiftly.

It should be noted that NYSCOP leadership has future meetings scheduled with ICE leadership to work toward that goal of increased communication and coordination to limit the effect of ICE operations on our communities.



Scotia, NY – Recently the North East Association of Chiefs of Police celebrated at their meeting. L to R (front row) – President/ Chief Todd Waldin (Cohoes PD); Chief Dan DeWolf (Troy PD); Deputy Chief Steven Barker (Troy PD); Chief Ret. Lou Corsi (Bethlehem PD); Chief Ret. Mark Sollohub (Niskayuna PD); Chief Ret. Eric Clifford (Schenectady PD); Chief Ret. John Harzinski (Gloversville PD); Deputy Chief Ret. Dominic Macherone (Glenville PD) L to R (back row) – Chief Ret. Dan McManus (Niskayuna PD); Chief Ret. William Przybylek (Glenville PD); Chief Ret. Joseph Waldron (Mechanicville PD); Chief Ret. Pete Frisoni (Scotia PD); Chief Ret. Michael Woods (Colonie PD); Chief Stephen Janik (Glenville PD); Chief Ret. Randy Diamond (Hudson Falls PD)

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# NCPD-ICE Agreement Deemed Legal By Judge

**Judge Danielle Peterson called claims that the partnership had been “devastating” for immigrant families “completely unfounded.”**

By Tom Gambardella, Patch Staff

**N**ASSAU COUNTY, NY. — A judge ruled Tuesday (Feb 20, 2026) that the Nassau County Police Department’s ongoing agreement with Immigration Customs Enforcement (ICE) was lawful, dealing a blow to a lawsuit brought by the NYCLU, the Hofstra Law Clinic and Latino Justice PRLDEF. The agreement has been in place since March of 2025, and allows for NCPD personnel to be trained, certified and cross-designated with the federal agency.

In their lawsuit — brought on behalf of the Hempstead-based Central American Refugee Center (CARECEN), the Episcopal Diocese of Long Island, Freeport-based Haitian American Family of Long Island and a pair of Nassau County residents — the organizations challenging the law claimed that the Section 287(g) agreement between the NCPD and ICE had “radically and unlawfully expanded” the federal agency’s “authority to arrest and detain people in Nassau County.”

In the judge’s ruling, however, fears of immigration enforcement brought forth by the NYCLU, CARECEN et. al., referred to as “the petitioners,” were not specifically due to the agreement between NCPD and ICE.

“It is apparent that the Petitioners incorrectly assign their alleged fears to the 287(g) Agreement, when instead it is based generally on the ongoing ICE operations in Nassau County, which will continue to operate irrespective of the sixteen (16) Nassau County Police Department officers that were nominated for training and certification as cross-designated agents pursuant to the 287(g) Agreement,” Peterson said in her ruling.

The petitioners had previously stated that members of the communities they serve lived in fear of being stopped, detained and arrested by NCPD officers under the terms of the agreement, Peterson said. In one instance, CARECEN and its cohort claimed that immigrant parishioners in the Episcopal Diocese of Long

Island were scared of going to church for fear of immigration enforcement taking place there. Peterson also cited claims that members of Haitian Family of Long Island had reported being afraid to take the bus, go to church, drive, send their children to school or even leave the house, for fear of being stopped, questioned or detained over their immigration status.

With all of those claims on the record, which Peterson called a “chilling effect,” the judge said the claims



**The judge ruled that fears of being subject to immigration enforcement were not attributable to the agreement between ICE and NCPD, but to ICE's general operations on Long Island, which would continue with or without an agreement with NCPD.**

didn’t meet the criteria needed to give standing to the challenge of the NCPD-ICE agreement.

“The alleged chilling effect is not being caused by any specific action of the Respondents against the named Petitioners, and none of the Petitioners have alleged a direct injury as a result of Respondents’ actions. Consequently, Petitioners have failed to establish standing,” Peterson said.

Peterson also said that the scope of her ruling in this matter was limited by the way it was brought forth.

*Continued on Page 11*



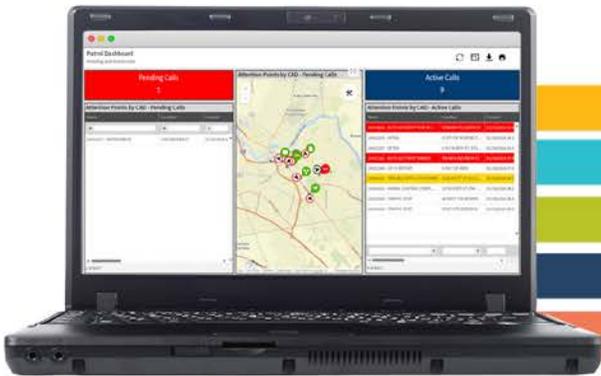
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# NCPD-ICE Agreement

Continued from Page 9

The case was filed under article 78 of New York’s Civil Practice Law and Rules, which Peterson said limits the scope of a judge’s review. Specifically, Peterson said, the judge’s review in article 78 cases is limited to whether or not the agreement was made in violation of lawful procedure, was affected by an error of law or constitutes an arbitrary and capricious abuse of discretion.

“Here, the stated basis for the administrative action is rooted in public safety and operational efficiency,” Peterson said, citing the potential for cross-designated NCPD-ICE personnel to expedite the transfer of arrestees into federal custody.

Friday, the NYCLU did not say whether or not it would appeal the ruling, saying that the organization was “exploring all of [its] options.”

“While this lower court order is disappointing, this order doesn’t change the fact that under New York State law, police officers do not have the authority to act like de facto ICE agents and terrorize immigrant communities,” NYCLU Staff Attorney Ify Chikezie said. “We all know that this unlawful partnership between local Nassau police and ICE has nothing to do with safety,

reason, or the rule of law — it’s about fear mongering and needlessly hurting immigrant communities. We’ll keep fighting until Nassau police are no longer aiding and abetting Trump’s mass deportation agenda.”

The NYCLU also said that the ruling does not impact ongoing legislative efforts in New York, including Governor Kathy Hochul’s current efforts to ban 287(g) agreements like the one NCPD signed with ICE. Patch attempted to reach a spokesperson for Nassau County Executive Bruce Blakeman for comment on the ruling. Blakeman was not specifically named as a defendant in the suit.

In recent months, the presence of ICE on Long Island has been the subject of numerous protests and demonstrations, extending beyond Nassau County into Suffolk, including The Hamptons and the North Fork.

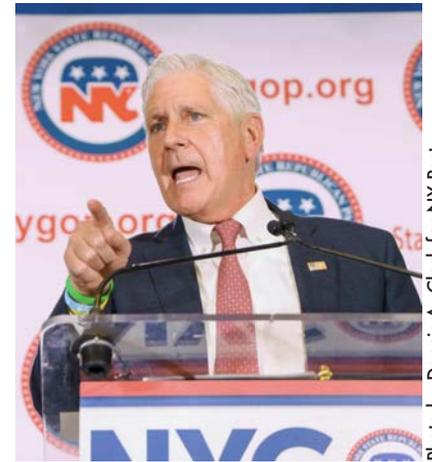


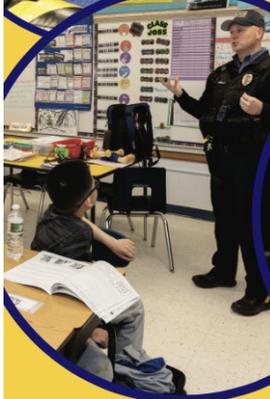
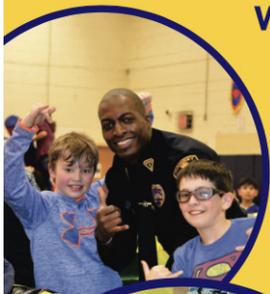
Photo by Dennis A. Clark for NY Post

Judge Danielle Peterson handed a major win in court to Nassau County Executive Bruce Blakeman last Tuesday.

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# Factors in Leader Development: Leadership Tests

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



A crucible, according to Webster's dictionary (this is an AI-free article), is both a severe test that forces change and a situation where concentrated forces, like pressure and heat, combine to cause change or development. One of the things that seems to be a characteristic of the best leaders is their ability to perform well, and sometimes even excel, during and after a crisis or trial. A severe test is often the springboard for growth within a leader.

As a police leader you have certainly seen your share of, and have lived through, many moments of crisis, in other words you have been through the crucibles of leadership.

Times of testing for a leader are inevitable. We always face the prospect of an officer-involved critical incident, but a leadership test could also take the form of a difficult policy or personnel decision that needs to be made. A severe budgetary problem or major crime wave. Political or union battles. A natural disaster that has affected the department and community. It could also be something more personal, like not getting a desired promotion, betrayal by a trusted friend, or a significant health problem.

No matter what the test may be, it is often marked by a challenge to our values, and capabilities. Amid a major leadership test, we will be forced to question our methods and beliefs. We may be forced to think deeply about what really matters to us and self-reflect in a way we would not otherwise do. The testing times of our leadership are usually not pleasant experiences.

One of the things that distinguishes great leaders from the merely mediocre is that they do not simply live through times of trouble and survive, they learn and grow from them. They recognize that often leadership tests expose weaknesses in leaders, processes, and organizations, and that coming out of the test, new and innovative approaches to old problems can and should be implemented.

But how do these great leaders emerge for the better from the crucibles of leadership? Here are a few thoughts to consider.

Successful leaders rely on their core values, policies and the law. When faced with a difficult problem or moment of crisis, leaders can often be tempted to push the boundaries of policy or what is ethically acceptable.

Leaders facing a big challenge know that leadership principles do not change. Core values are core values for a reason. Law and policy give guidance for a reason. Relying on the tried-and-true principles of leadership and policing help to clarify the path forward during and after the challenge is faced. As Dr. Jack Enter says, the most important question a leader can ask when faced with any issue is, "Am I (or are we) doing the right thing?"

Meeting difficulties with the correct mindset is another strategy great leaders use to meet the various challenges of leadership. Perhaps the best example of this mindset is the concept of "good" as explained by Jocko Willink in his book *Extreme Ownership*.

Willink explains that the culture he tried to instill in his leadership team was to meet all challenges with the immediate thought that it was "good" that the challenge has presented itself because now there is an opportunity to get better in any number of other areas or tasks.

An example Willink has used in the past is when his team would send a raid plan up the chain of command and it was rejected by higher levels of command. Instead of complaining that the higher ups didn't know what they were doing or were too inept to recognize how great their raid plan was, they would meet the rejected plan with, "good, now we can improve the secondary raid plan that we have been working on to make that one better." Or, "Good, now that we aren't executing that raid, we have more time to train on this new weapon we have."

*Continued on Page 14*

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# Leadership Tests

Continued from Page 12

We know challenges are coming. No one escapes a leadership journey without encountering them. We can choose to meet them head-on and open to learning the lessons they have for us, or we can bury our heads in the sand and ignore the reality of leadership. After all, it is not what happens to us that matters, but how we respond to what happens to us that makes all the difference.

Another approach great leaders take to meet the crucibles of leadership is to ensure that they take care of themselves. Two ways they do this is by striving to build self-awareness and maintaining healthy habits.

Being self-aware enough to recognize your own limits and capabilities will allow you to be open to engaging other leaders to help carry the burden of the moment is critical to avoiding leadership burnout. It is not true that leaders must endure every challenge alone.

During long-term challenges like a difficult employee problem or a lawsuit, it is important that leaders engage in stress reduction techniques and self-care throughout. Long term challenges can become exhausting and all consuming. Working out, down time, date night and the like should not take a back seat during

times of struggle. It will not only help when going through it but will help leaders to emerge on the other side even better for having the experience. This is, leading by example.

Times of testing are inevitable for leaders. Looking back on your leadership journey, I suspect that you can recognize this principle at work in your life and your leadership. You probably have been through trials, maybe even severe testing, that you can now clearly see were transformative experiences for you. You emerged more engaged, professional, patient, and experienced. Perhaps even with a renewed sense of purpose and commitment.

Your deeply held principles and beliefs were likely forged in the fires of your leadership and life experiences, helping you through the moments of crisis and positioning you for the future. In essence, it is the crucibles of leadership and life that shape us the most.

Leadership tests will come. Whether it is a critical incident, a personal setback, or a global pandemic, if we rely on our core values, meet challenges head-on with the right mindset and remember to take care of ourselves throughout, we can emerge from each one with a greater understanding of ourselves, our organizations, and our leadership. Forged in the fires of experiences, the best leaders are well positioned for the next leadership test whenever, wherever, and however it may come.



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# CHIEF'S CORNER

## Public Safety Bomb Squads

By Chief Stuart K. Cameron- Old Westbury PD



Of all the insidious methods that can be used to harm people, the use of an explosive device is near the top of the list. When an explosive device is triggered anyone who has the misfortune of being within the blast effects area may be killed or injured, often in horrific ways. With the recent proliferation of active shooter attacks, many peoples' mind immediately turn to firearms as the means used by malefactors to harm people, however some of the worst attacks in American history have involved explosive devices. For example, the May 18, 1927, Bath School massacre still stands as the deadliest school attack in American history, as well as the first documented use of a vehicle borne suicide bomb.

In Bath, Michigan in 1927, a resident who was reportedly angered over an increase in school taxes and the impending foreclosure of his farm, systematically constructed a large explosive device in the basement of the local school, which detonated killing 38 people, mostly young children. It was later discovered that only a portion of the explosives that had been placed in the school basement had detonated. As horrific as the attack had been, it could have been much worse if all the explosive material had detonated as intended.

As responders and residents worked to rescue those affected by the initial explosion, the bomber drove up in his truck, which he had packed with additional explosive materials. He had surrounded the explosives with a variety of items that would become shrapnel when the device detonated to enhance the harm caused to those

nearby. When the truck bomb exploded it killed four more people, including the bomber himself.

The worst act of domestic terrorism in the United States is the Oklahoma City truck bombing which oc-



The more widespread use of bomb robots has reduced the risk to bomb technicians.

curred on April 19, 1995. This incident also involved the use of a large vehicle born improvised explosive device. This tragedy resulted in the death of 168 people and the wounding of scores more people. Among the casualties from this event were innocent children, many of whom were in a day care facility within the Murrah Building when the truck bomb detonated.

Protecting the American public from the threat of explosive devices is the job of public safety bomb squads. While many police professionals' cross paths with their local bomb squad they often know very little about them or how they operate. The concept for a non-military bomb squad was developed in the late  
*Continued on Page 16*

# Public Safety Bomb Squads

*Continued from Page 15*

1960s and early 1970s in response to the increased use of explosive devices by radical groups. The first local bomb squad was formed in 1971 at the Lima Police Department in Ohio. New York, Miami and Los Angeles also formed bomb squads using former military explosive ordinance disposal technicians who went into law enforcement after their military careers and who could then leverage their military EOD training in a new role as a law enforcement bomb technician.

Public safety bomb squads



The DJI Agras T40 is a drone built for agriculture, which can carry up to 88 pounds of liquid or granular payload.

in America are managed by the FBI. The FBI works to ensure that there is adequate bomb squad coverage in all areas of the country. Each local bomb technician is vetted and trained by the FBI. Bomb technicians all attend the prestigious Hazardous

Devices School. The FBI established the Hazardous Devices School (HDS) in Huntsville, Alabama in the early 1970s to train and certify public safety bomb technicians. In January of 1971 the first army-run three-week bomb school for public safety bomb technicians was held at Redstone arsenal after prompts from the International Association of Chiefs of Police to close a concerning lack of capability for non-mil-

*Continued on Page 18*

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# Public Safety Bomb Squads

*Continued from Page 16*

itary situations involving potential explosive devices. In 1981 congress officially made the FBI's Bomb Data Center responsible for the cost and administration of Hazardous Devices School.

HDS is the only facility in the United States that trains and certifies public safety bomb technicians and it is jointly run by the FBI and army explosive ordinance disposal personnel. The FBI is responsible for the training and accreditation of all public safety bomb squads in the United States.

Since HDS was initially established technology has dramatically impacted upon the job of public safety bomb technicians, both from the tradecraft of those bent on causing harm as well as

the bomb squad's ability to safely mitigate it. Many early improvised explosive devices utilized mechanical triggers, such as time-delay triggers using modified windup clocks; tripwire triggers using strings, clothespins or other similar items; or weight-activated triggers using plates which were separated and would complete

a circuit when pressure was applied. As consumer electronics became more mainstream, more sophisticated electronic triggers have been incorporated into improvised explosive devices, making the job of the public safety bomb technician more complex and challenging. Electronic triggers can enable a bomber to accurately set an explosive device to detonate at a pre-determined time in the future, even months or

years after the device has been placed. Sophisticated electronics also increase a bomber's ability to booby-

*Continued on Page 19*



**X-ray equipment can assist bomb technicians to assess suspicious devices.**

An advertisement for the ELSAG Street Sentry LPR system. The background is a blurred city street with modern buildings. In the foreground, a black street light pole is shown with a solar panel mounted on top and a camera unit with four lenses. The text 'THE NEW ELSAG® STREET SENTRY' is in the upper left. Below it, 'LPR for City and Suburban Streets' is written. A paragraph of text describes the system as an economical, solar-powered LPR system. At the bottom, there is a 'Made in the USA' logo, the website 'leonardocompany-us.com', and the 'LEONARDO' logo with a stylized sunburst icon.

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## Public Safety Bomb Squads

*Continued from Page 18*

trap devices with secondary triggers which will cause detonation for such things as detected motion, light or attempted hand entry into a package containing explosives. This increases the level of danger as well as the necessary technical expertise required for the public safety bomb technician to mitigate that danger.

Technology has also had a significant effect on the tools available to bomb technicians. Early bomb squads would often employ a technician in a bomb suit to assess and render safe a suspicious or confirmed explosive device. Law enforcement officers are familiar with soft body armor. Wearing an entire suit of similar protective material is physically challenging. Bomb suits are heavy, they are hot and they restrict the movement of those who wear them, making them very burdensome for the bomb tech community, who frequently must don them to do their jobs.

Early bomb technicians would use rigging, hooks, lines and pullies, to manipulate items as necessary, however this would often place the members of the bomb squad in a perilous situation, up close and personal with an item that could explode at any moment. Early X-rays were taken using film that would need to be developed. Gradually bomb squads were able to obtain robots that could frequently take the place of a member wearing a bomb suit, thereby lowering the risks involved to the members of the bomb squad. To train bomb technicians to properly operate these bomb robots, the FBI developed a robot operator course that was delivered at their facility in Anniston, Alabama.

Bomb robots are expensive and many smaller pub-

lic safety bomb squads couldn't afford the cost, so they continued to operate using rigging with personnel in bomb suits. After the September 11<sup>th</sup> attacks federal funding became more widely available and many more public bomb squads were able to obtain them. In 1983 HDS was expanded to four weeks, and a one-week re-



**Bomb technicians may need to utilize self-contained breathing apparatus.**

resher course was added to the curriculum. In the 1990s, in response to an increased use of explosives by terrorist groups, existing bomb techs attended a one-week Weapons of Mass Destruction course, which was then largely incorporated in the basic HDS course again expanding it, now to five weeks. As a result of the increased use of robotics, the FBI merged the robot training course into the initial HDS training course, expanding it from five to six weeks in 2004. HDS includes state-of-the-art counterterrorism training to prepare students for the possibility of suicide bombers; large, vehicle-borne improvised explosive devices (IEDs) or homemade bombs; and hazardous devices with WMD components.

After the initial training, bomb technicians need to attend training to be recertified every three years, so becoming a bomb technician is a big commitment for the individual, as well as the agency that hosts the bomb squad. While the initial training course itself is free, the agency that hosts the bomb squad must pay for the travel and lodging costs of those who attend. The FBI fully funds all the expense of the triannual recertification training.

Just as the public made the transition from cameras using film to digital cameras, public safety bomb squads began to transition from film-based x-ray equipment to digital x-ray equipment. Digital x-rays can be accessed more rapidly as there is no longer a requirement for the film to be developed. Digital X-rays

*Continued on Page 21*



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## Public Safety Bomb Squads

*Continued from Page 19*

can be manipulated on a computer once created to allow for a more comprehensive assessment of any suspicious device and have proven to be more useful than the older film x-rays.

Many younger members of law enforcement may take specialized support resources, like SWAT teams and public safety bomb squads for granted. These well-trained, specialized resources can reduce the risks of dealing with some of the most dangerous situations that law enforcement officers face, however they haven't always been available. Prior to the establishment of public safety bomb squads, military Explosive Ordnance Disposal teams would frequently be called upon to assist local law enforcement.

When members of law enforcement respond to calls involving explosives or suspicious devices the first call is usually to their local public safety bomb squad. Once on scene, the bomb technicians will call upon on scene law enforcement to set up a protective perimeter to allow them to safely utilize sophisticated methods to assess the situation and the device at hand. While it may be fascinating to watch the bomb technicians operate, it is wise to obey their guidance and to keep back the recommended distance from the scene. A common saying used by the bomb technician community is that if you can see the bomb, the bomb can "see" you. A large portion of the initial assessment can usually be performed by robotics, substantially reducing the risks to the members of the bomb squad. Often the assessment will include a visual inspection, screening for radiation and a digital x-ray.

A close inspection of the digital x-ray can often resolve a situation, if the bomb technicians are able to determine that the device is not hazardous. If the device does appear to be a hazard or a clear determination

cannot be made the bomb technicians may opt to use a render safe technique, or instead they may opt to transport the device to another location. Transport of a hazardous device can be accomplished using a bomb trailer. Older bomb trailers, called single or double vent trailers, would direct an unintended explosion in a safe direction. Now total containment vessels are generally used. These trailers are built to withstand and contain any unintended explosion up to a certain size and are much safer than a venting trailer as no energy from the blast leaves the trailer.

Bomb squads also get involved in dignitary protection, sweeping venues and vehicles for explosive devices prior to the protected individual arriving on scene, often working with explosive detection canine teams to perform these sweeps. Should an explosion occur, the bomb squad members will often be called upon to assist in the post blast investigation utilizing their expertise to help determine what happened.

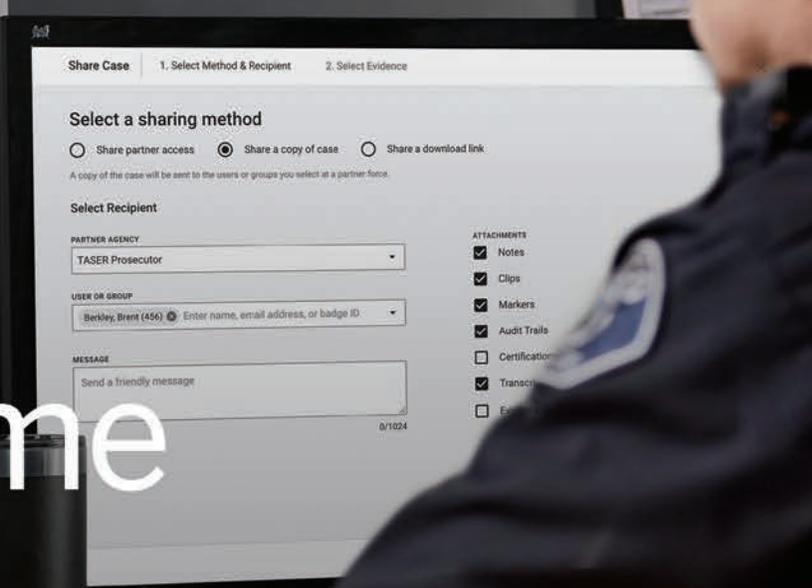
For those who have a public safety bomb squad in their chain-of-command, the FBI has an executive management school so the police professionals responsible for overseeing public safety bomb squads can get a better understanding of how they operate.

The uniform oversight and training provided to public safety bomb technicians by the FBI creates a somewhat unique situation in the decentralized American policing system, making bomb technicians exceptionally interoperable. Changes to procedures or equipment can be fully implemented across the country over a three-year period as bomb technicians cycle through refresher training. The FBI's public safety bomb squad program has made law enforcement and the public safer. Those that join the program have committed themselves to the added responsibility of ongoing rigorous training, increased responsibility, and perilous danger.



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# COUNSEL'S CORNER

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## ***Navigating the Interplay of Emergency Aid and Use of Force After Recent SCOTUS Decisions***

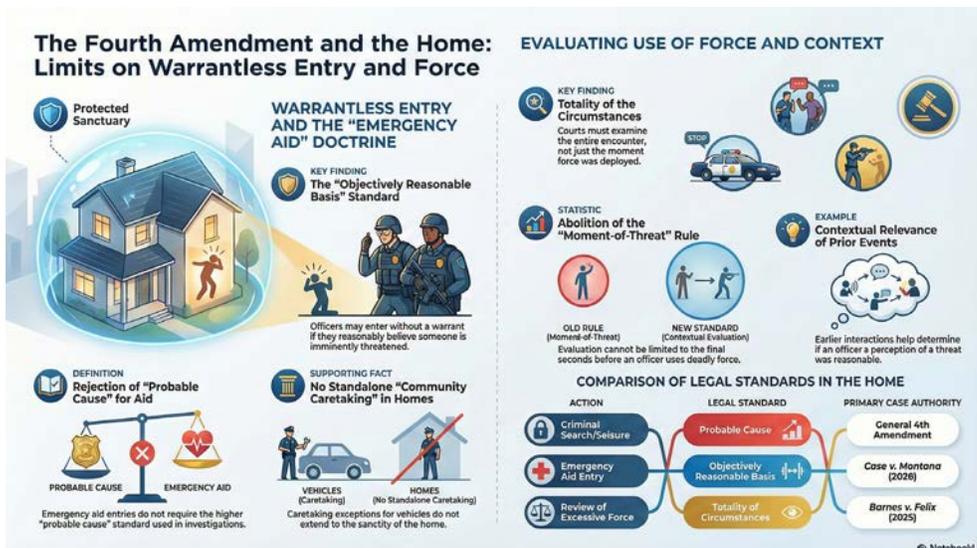
**F**or decades, law enforcement officers have operated under distinct legal doctrines that often collide in real time. Welfare checks, domestic disputes, and encounters with suicidal or emotionally disturbed subjects require officers to balance a fundamental duty to protect life with constitutional limits on entry into homes and the use of force. These situations are rarely static. They evolve rapidly, often with incomplete information, emotional volatility, and real danger for everyone involved.

the moment officers were dispatched through the final confrontation. In other words, the entire encounter now matters.

This shift has profound implications for training, supervision, tactics, and documentation. It also underscores the importance of sound decision-making early in an incident, when officers still have distance and options by utilizing any available discretionary time.

### The Evolution of the Emergency Aid Doctrine

The Fourth Amendment's protections against unreasonable searches and seizures are at their strongest inside the home. That principle has long been settled law. At the same time, courts have recognized that rigid adherence to the warrant requirement cannot always coexist with the realities of emergency response. When life is at risk, officers must sometimes act immediately.



The impact of two recent Supreme Court of the United States decisions, *Barnes v. Felix* (2025) and *Case v. Montana* (2026), will shape how courts will evaluate these critical encounters. Together, they reinforce a principle that officers and agencies can no longer afford to overlook. Courts will not isolate the instant force was used and evaluate it in a vacuum. Instead, they will examine everything that occurred from

The emergency aid doctrine was developed to address this tension. In *Brigham City v. Stuart* (2006), the Supreme Court held that officers may enter a home without a warrant if they have an objectively reasonable basis to believe an occupant is seriously injured or imminently threatened. The focus is not on certainty, but rather on reasonableness based on the facts known at the time.

*Continued on Page 25*

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# *Navigating the Interplay*

*Continued from Page 25*

In *Caniglia*, Edward Caniglia agreed to go to a hospital for a psychiatric evaluation on the condition that officers would not confiscate his firearms. In spite of this, once Caniglia left, the officers entered his house and seized his firearms. The Court of Appeals for the First Circuit upheld the seizure as justified by a “community caretaking exception” to the warrant requirement. The Supreme Court rejected this reasoning, holding that while the community caretaking exception may apply to vehicles on roadways, it does not extend into a home. Note that this case did not address “red-flag” laws and Emergency Risk Protection Orders.

Caniglia served as a reminder that well-intentioned actions can still violate constitutional boundaries. Actions that blur the distinction between emergency aid and generalized caretaking invite legal trouble, even when motives are well-intentioned.

## **Barnes v. Felix: Removing the “Chronological Blinders”**

While the emergency aid doctrine governs entry into a home, the use of force is governed by the objective reasonableness standard established in *Graham v. Connor*. For years, several federal circuits applied an analytical shortcut when evaluating officer-involved shootings. Known as the “moment-of-threat” rule, this approach limited judicial review to the final seconds when the officer perceived an immediate threat.

Under this framework, tactical decisions, positioning, communication failures, and other pre-shooting conduct were often deemed legally irrelevant. If the officer reasonably feared for their life at the precise moment force was used, earlier actions were largely ignored.

In *Barnes v. Felix*, the Supreme Court unanimously rejected this approach. The case involved an officer who jumped onto the doorframe of a moving vehicle during a traffic stop and fired, killing the driver. Lower courts focused exclusively on the seconds when the officer was clinging to the vehicle, concluding that deadly force was reasonable because the officer was in danger at that instant.

The Supreme Court disagreed. Justice Kagan wrote that a totality-of-the-circumstances analysis has no artificial time limit. Courts cannot meaningfully assess reasonableness by placing chronological blinders on their review. While the final moment is critically important, prior events may explain why an officer perceived a threat, or why that perception may have been avoidable.

For law enforcement, the message is unmistakable. Actions taken well before force is used, including tactical decisions and adherence to training, are now squarely within the constitutional analysis. The *Barnes* case was discussed in more detail in Lexipol articles both [before](#) and [after](#) the Supreme Court’s final decision.

## **Case v. Montana: Clarifying Emergency Entry**

*Case v. Montana* provided the Court with an opportunity to clarify how the emergency aid doctrine applies in practice. Officers responded to a report involving a suicidal man, William Case. His former girlfriend reported he had threatened to kill himself and that she heard what sounded like a gun being cocked, followed by a popping sound.

When officers arrived, they observed through a window an empty holster and a notepad with a possible suicide note. Based on these observations, they reasonably feared Case had already shot himself or was about to do so. Officers entered the home with a ballistic shield. A shooting occurred when Case emerged from a closet holding what appeared to be a firearm, which was found near where he had been. He survived and was charged with assaulting a police officer.

The Supreme Court reaffirmed that officers need neither probable cause nor reasonable suspicion of a crime to enter a home to render emergency aid. Those concepts are tied to criminal investigations and do not translate cleanly into emergency response situations. The correct standard remains whether officers had an objectively reasonable basis for believing that someone inside faced serious danger.

This clarification is significant. It preserves a workable standard for officers while recognizing the unique nature of welfare checks and mental health crises.

*Continued on Page 28*

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# ***Navigating the Interplay***

*Continued from Page 26*

## **Justice Sotomayor's Concurrence and Mental Health Encounters**

Although the Court was unanimous, Justice Sotomayor wrote a separate concurrence to highlight the risks of police responses to mental health crises. She discussed factors officers should consider and noted that people with mental illness are disproportionately involved in fatal police encounters. She warned that police intervention can sometimes escalate, not resolve, these situations.

Justice Sotomayor stressed that entry may not always be objectively reasonable, especially in the absence of clear indicators of immediate danger. Her concurrence does not change the law or create a new standard, but signals how courts may view these encounters.

When read alongside *Barnes*, the implications are substantial. Courts are now invited to examine not only whether officers were justified in entering, but also whether it was reasonable, under the circumstances, to do so. In other words, just because you can does not always mean you should. Using available discretionary time can help officers make this distinction.

## **Pre-Entry Decisions as Part of the Totality**

Under the *Barnes* framework, pre-entry decisions are part of the analysis of the totality of all the circumstances. Courts may ask whether officers attempted to communicate from a position of safety, used phone contact, involved family members, or requested specialized crisis intervention resources. If those options were reasonably available and not considered, that decision may become part of the totality used to assess any subsequent use of force.

This does not mean officers must exhaust every conceivable option. It means that, when time and circumstances permit, thoughtful pacing and deliberate decision-making matter.

Even when entry is justified, the manner of entry remains subject to scrutiny. Justice Sotomayor cautioned

that a high-intensity, dynamic entry into a situation involving a non-violent suicidal subject may increase the risk of a suicide-by-cop response.

Under *Barnes*, plaintiffs may argue that an officer's tactical choices created the conditions that led to the use of deadly force. This concept is not new, but *Barnes* gives it renewed constitutional significance. While *Barnes* did not address the issue of "officer created jeopardy" it is not unrealistic to think pre-force decisions will become more relevant.

These decisions require agencies to rethink training, supervision, and documentation. A simple rule I have taught for decades is that if the only person at risk is the person causing the risk, you have discretionary time and need to carefully consider your options.

Reports should capture the entire encounter, from dispatch and early observations to any decisions to wait, slow down, or call additional resources. Clearly articulating these decisions is now critical, as details once considered minor may prove central in legal analysis. Ensuring thorough documentation and thoughtful explanation not only protects agencies and officers but ultimately improves decision quality and public trust.

When entering under the emergency aid doctrine, officers must articulate specific, objective facts indicating an immediate threat to life. Vague references to community caretaking are insufficient. Also, it is important to understand that once the emergency is over, the exception no longer applies.

De-escalation should be viewed as a tactical foundation when circumstances allow. Attempts to communicate, use time as a tool, or involve specialized resources may later support the reasonableness of force if it becomes unavoidable.

## **Navigating the Emergency Doctrine in New York State**

While *Brigham City v. Stuart* established a nationwide standard of objective reasonableness for the emergency aid doctrine, New York State law enforcement officers operate in a more complex legal environment. New York courts have historically relied on the three-pronged Mitchell test, which requires that the search

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# Navigating the Interplay

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“must not be primarily motivated by an intent to arrest and seize evidence.”

Even after the Supreme Court declared subjective intent “irrelevant” in *Brigham City*, New York appellate courts continue to hedge their bets, often analyzing an officer’s motivation to ensure a search survives both federal and state scrutiny. For officers in New York, this means that what you were thinking and how you articulate your motivation still matter.

Since 1976, New York has followed *People v. Mitchell*, which requires:

- 1) Reasonable grounds to believe an emergency exists.
- 2) A search cannot be primarily motivated by an intent to arrest or seize evidence.
- 3) A reasonable basis to associate the emergency with

the area searched.

While the Second Department in *People v. Leggett* (2010) explicitly stated that an inquiry into subjective motivations is “no longer necessary” under the Fourth Amendment in light of *Brigham City*, other New York courts have been less definitive. In *People v. Jenkins* (2024), an officer picked up a bag on a stroller to secure it after a suspect fled, felt a heavy object, and opened it to confirm it was a firearm. The First Department Appellate Division upheld this search, specifically noting the officer’s testimony that he acted “for safety purposes” and “safeguarded” the gun once it was found. The court emphasized that the search was primarily motivated by safety concerns, not by an intent to seize evidence, citing *Mitchell*. This indicates the First Department’s recent intention to continue using the *Mitchell* standard. Both the Third and Fourth Departments have also continued to analyze cases under both standards.

Until the Court of Appeals directly addresses whether the *Mitchell* standard and its subjective intent component will remain required under the New York

Continued on Page 30

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# Navigating the Interplay

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Constitution, it remains an open question. New York courts have had the opportunity in several cases to resolve the issue, but they have chosen not to. For example, in *People v. Doll* (2013), the Court of Appeals noted in a footnote that the continued viability of the “subjective motivation” prong is an issue they have yet to fully resolve.

Because NY courts may still look for a primary motivation of safety, your reporting must clearly distinguish between investigative actions and life-saving actions.

The bottom line in New York is that most cases that arise under the emergency exception satisfy both the Mitchell standard and the Brigham City standard. If you are facing a situation that reasonably appears to be an emergency, then you must act.

## Conclusion

The Supreme Court decisions in *Barnes v. Felix* and *Case v. Montana*, including the thoughtful concurring opinion of Justice Sotomayor, illustrate that both the emergency aid and use-of-force analyses should be carefully considered by officers under an expansive totality-of-the-circumstances framework. A shooting is no longer evaluated in isolation. The decisions made minutes earlier, including tactics, communication, and pacing, will be used to as part of the totality of the circumstances in evaluating decisions made at the end of an encounter, especially in situations dealing with people in crisis.

For law enforcement leaders, the lesson is clear. Readiness today is not just about equipment or tactics. It is about judgment, discipline, and decision-making from the very beginning of an incident. Agencies that encourage and train officers to think holistically about encounters will be better positioned to protect lives, maintain public

trust, and withstand legal scrutiny in an evolving constitutional landscape. Slow down, use available time, and discuss and consider any available options.

<sup>1</sup> *Barnes v. Felix*, 605 U.S. 73 (2025)

<sup>2</sup> *Case v. Montana*, 2026 WL 96690 (2026)

<sup>3</sup> *Brigham City, Utah v. Stuart*, 547 U.S. 398 (2006)

<sup>4</sup> *Caniglia v. Strom*, 593 U.S. 194 (2021)

<sup>5</sup> *People v. Mitchell*, 39 N.Y.2d 173 (1976), cert. denied 96 S.Ct. 3178 (1976), abrogated by *Brigham City, Utah v. Stuart*, 547 U.S. 398 (2006)(as to federal law)

<sup>6</sup> *People v. Leggett*, 75 A.D.3d 609 (2nd Dept. 2010), lv. denied 15 N.Y.3d 921 (2010)

<sup>7</sup> *People v. Jenkins*, 233 A.D.3d 493 (2024)

<sup>8</sup> *People v. Doll*, 21 N.Y.3d 665 (2013)

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# No Silos: Making the Case for Crime Analysis Partnerships in New York State

By Lieutenants Eric Harget and Jeffry Thoelen City of Middletown Police Department

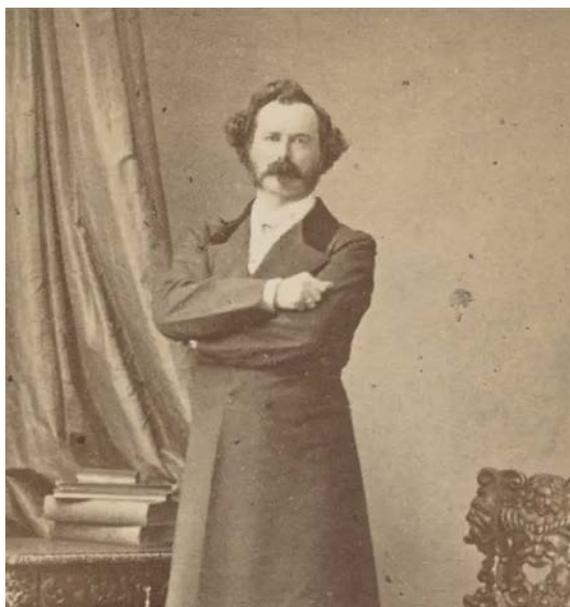
As any educated police officer should know, the principles of modern policing are largely attributed to Sir Robert Peel of England. Peel famously merged two loosely organized groups of constables and watchmen—the London Bow Street Runners and the Thames River Police—to create the first modern law enforcement agency, the Metropolitan Police, in 1829. Since those early days, the law enforcement profession has grown exponentially. Countless men and women have answered the call to serve their communities, and far too many have made the ultimate sacrifice in the name of service and protection to their fellow man. Fortunately, policing has evolved significantly over the past two centuries. The success of crime-reduction strategies, new investigative techniques, and improvements in officer safety can be largely credited to astute police leaders and accomplished criminal investigators who documented their work and illuminated the path for others. Today, we can proudly state that law enforcement has contributed far more than just safety and security to our society.

One of the most valuable fields to emerge from within law enforcement is crime analysis. Like modern policing itself, crime analysis traces its roots back to the 19th century, though its full potential was not realized until advancements in science, technology, and data collection transformed police work in the latter part of the 20th century. In 2025, the value of a robust, well-developed crime analysis program cannot be overstated. Crime analysts provide unmatched intelligence and operational support to law enforcement agencies—many of which are stretched thin by limited manpower and increasingly burdensome caseloads. The challenge for today's law enforcement administrators is determining

how to harness the capabilities of these highly skilled professionals while still maintaining the established programs their communities expect. Achieving the right balance is central to effective agency management.

In the polarizing political climate of today's society, opinions regarding New York State's management of crime and the justice system vary widely. One achievement that should not be debated, however, is the exceptional success of the New York State Division of Criminal

Justice Services' Crime Analysis Network. This system consists of 11 state-funded crime analysis centers and 1 partner center in New York City, all strategically located within key regions of the state. As a result of this arrangement, these vital services are available to virtually every law enforcement entity in New York. While state and federal governments are often criticized for inefficiency or bureaucratic bloat, the Crime Analysis Network stands as a model of the exact opposite—a testament to the enhanced efficiency that results from mutual cooperation and shared-service agreements among federal, state, county, and local law enforcement agencies.



**Sir Robert Peel is a pivotal figure in the history of law enforcement, known for establishing modern policing principles.**

New York State's Crime Analysis Network builds upon the traditional crime analysis services historically embedded within large municipal departments in major cities such as New York, Syracuse, Buffalo, Albany, and Rochester. These locally based centers achieved substantial success in combating violent crime and addressing prolific offenders through intelligence-driven strategies and data-informed deployment of personnel. The newer and larger regional crime analysis centers not only coordinate and expand upon these critical services, but also make them accessible to even the smallest agen-

*Continued on Page 33*

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# No Silos: Making the Case for Crime

*Continued from Page 31*

cies—many of which previously lacked the resources to ever consider establishing their own crime analysis unit.

There is no doubt that technology has dramatically enhanced law enforcement's ability to meet the evolving needs of the communities they serve. Nevertheless, law enforcement administrators have repeatedly learned that one of the biggest challenges associated with new technology is using it effectively with limited budgets and personnel. Implementing new systems requires procedures for monitoring activity, identifying criminal behavior, and responding promptly—tasks that may exceed the capacity of understaffed agencies. Regional crime analysis centers can help close this gap. Their analysts and investigators provide additional eyes and ears into a local agency's community through the agency's own technology. By establishing strong working relationships with the departments they serve, analysts gain a deeper understanding of each agency's challenges and can tailor their support accordingly. This collaboration frees up local officers for field operations while ensuring that critical information continues to flow to the personnel who need it most for decision-making and agency action.

Another impact of new technology is the tremendous volume of data produced by modern systems. Data has value only when it is collected, analyzed, and translated into actionable intelligence. These tasks are unquestionably labor-intensive, and require time and expertise that many local agencies simply do not have. This is where the regional crime analysis network again proves indispensable. Analysts can seamlessly retrieve agency data and conduct comprehensive analyses. From there, they can quickly generate detailed reports that identify crime hot spots, highlight repeat offenders, and track individuals recently released on probation or parole. This information is invaluable not only for solving crimes, but also for developing deployment strategies that enhance efficiency and improve community safety. However, this value only exists if agencies actively use these resources!

Despite the exceptional investigative advantages of-

fered by the Crime Analysis Network, one of the biggest challenges these centers face is a lack of awareness about the services they provide. The agencies that stand to benefit the most are often the least likely to take advantage of them. In 2025, far too many agencies continue to operate in a virtual silo—hesitant or resistant to use another organization's resources as though doing so would somehow jeopardize their sovereignty. This mindset is misguided, and those who cling to it are missing out on valuable opportunities for growth and success. A familiar cliché within law enforcement states that the only thing that cops hate more than change is for things to stay the same. Policing must evolve with the times, and officers, supervisors, and administrators must all remain on the cutting edge of industry advancements to accomplish their mission effectively.



The City of Middletown Police Department has numerous examples where our local center, the Hudson Valley Crime Analysis Center has provided crucial support to our agency. Homicides, complex theft investigations, and narcotics cases often go beyond our local borders, and the services

available from the crime analysis center help us bridge the gap. Full disclosure: our agency staffs a detective at the HVCAC two days per week, but the dividends paid back to us through this arrangement have come back tenfold. Our detective has obtained knowledge and experience that would have been otherwise unattainable given our caseload and operating budget. The tools and services available through the HVCAC provide the missing links that have helped our agency identify elusive suspects and bring them to justice. The opportunities for networking and the contacts our detective has made have also assisted us when we need to work in nearby jurisdictions, and those operations were successful largely because of those established relationships. In taking the strategic step of rethinking how we assign department resources, we have quickly realized that our agency cannot afford to forgo this critical connection to our regional law enforcement community.

If your agency does not yet have an established relationship with your regional crime analysis center, there is no better time than right now to reach out and connect. A full listing of the centers is available here: <https://www.criminaljustice.ny.gov/crimnet/ojsa/impact/CAC-CI.pdf>. Contact the center director and he or she will be honored to discuss how they can support your agency.

# Balancing Trust and Tactics: *Patrolfinder's Smarter Approach to Community Policing*

**By Moshe Binyamin**  
*Patrolfinder Director of Safety and Security*

**I**n communities across the country, police departments face a familiar and complex challenge: how do we maintain public safety while also earning—and keeping—the trust of the people we serve?

Too often, efforts to reduce crime are perceived by residents as overly aggressive or inconsistent, especially when they're concentrated in neighborhoods already struggling with economic hardship, social disinvestment, and strained police-community relationships. Even well-intentioned patrol strategies can inadvertently damage legitimacy if they are not applied transparently, fairly, and predictably.

At the same time, we know from research that hot spot policing—focusing law enforcement resources in small geographic areas where crime is highly concentrated—can significantly reduce violence. But the real magic happens when we combine strategic presence with procedural fairness. Presence without transparency can breed resentment while visibility with fairness builds legitimacy.

**The Challenge: Being Present, But Also Being Trusted**

Residents want to feel safe, but they also want

to feel respected. They want to know why officers are in their neighborhood, what they're doing, and whether they are being treated the same as residents in any other part of town. In hot-spot areas especially, officers must strike a delicate balance: deter criminal activity without alienating the law-abiding citizens they are trying to protect.

This is where the challenge intensifies. Departments must manage not only where officers are, but how long they stay, how often they return, and how visible and consistent their presence feels to residents. Without the right tools, this is nearly impossible to track—let alone optimize.

**The Solution: Data-Driven Visibility and Transparent Patrol Management**

Patrolfinder is a purpose-built tool for this new era of policing. It helps law enforcement agencies address

both sides of the equation—crime reduction and procedural justice—by providing visibility into officer activity at a granular level.

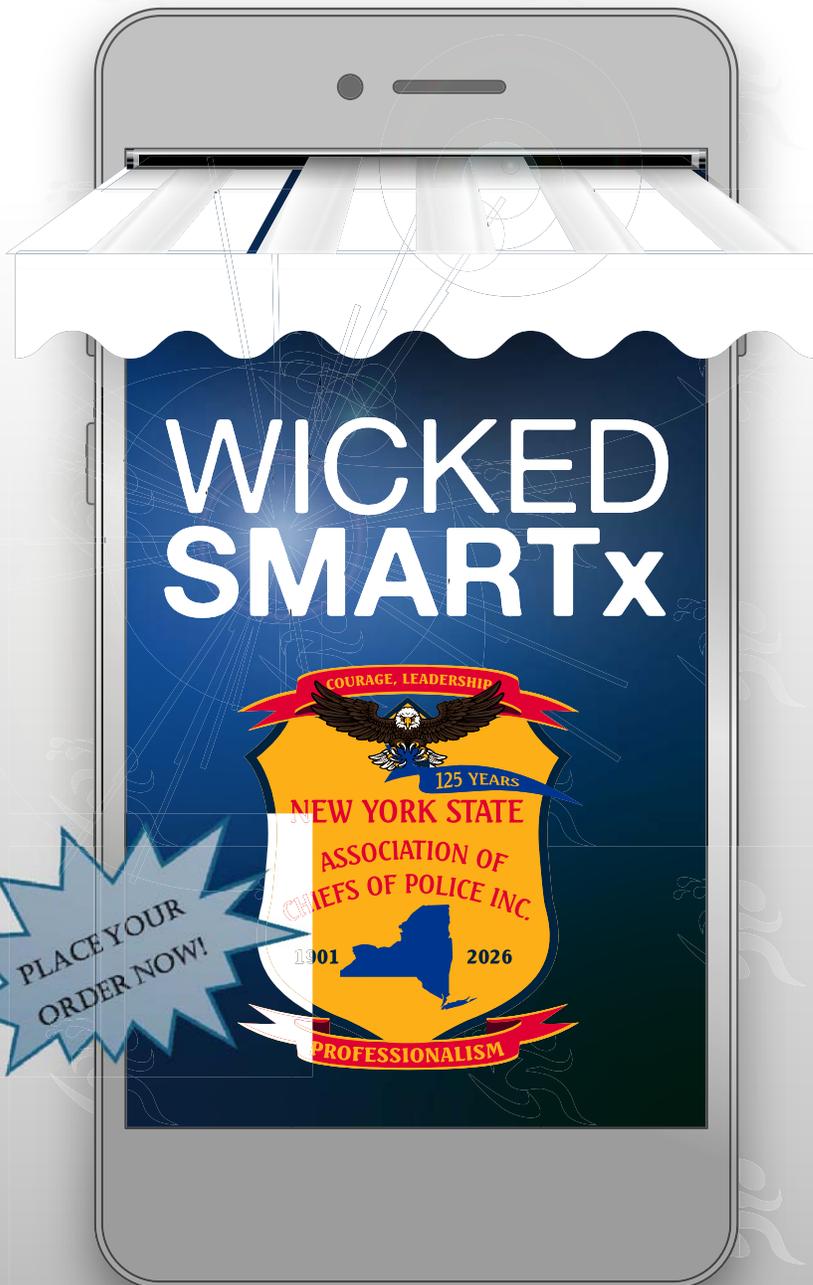
Departments can define hot spot zones, assign “visit frequently” targets and ensure officers spend the right amount of time in those areas.

*Continued on Page 36*





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# Balancing Trust and Tactics

Continued from Page 34

Supervisors can monitor real-time coverage and ensure that officers are rotating through neighborhoods in ways that align with the Koper Curve—a proven model for maximizing deterrence through short, frequent and unpredictable visits.

Just as important, Patrolfinder brings clarity and accountability. It shows exactly when and where officers were on patrol, and how long they stayed—giving departments a clear record they can share with city officials and the community to show

that patrols are being done fairly and with purpose. It also tracks non-enforcement activities like securing community events or conducting property checks, so the data reflects all the ways officers are engaging with the public—not just responding to crime.

In today's environment, it's critical to be effective while also be equitable, data-driven and transparent. Patrolfinder doesn't just help police cover more ground—it helps them do it in a way that communities can see, understand and believe in.

Learn how Patrolfinder is helping law enforcement increase the safety of communities and officers by emailing [getpatrolfinder@patrolfinder.com](mailto:getpatrolfinder@patrolfinder.com)

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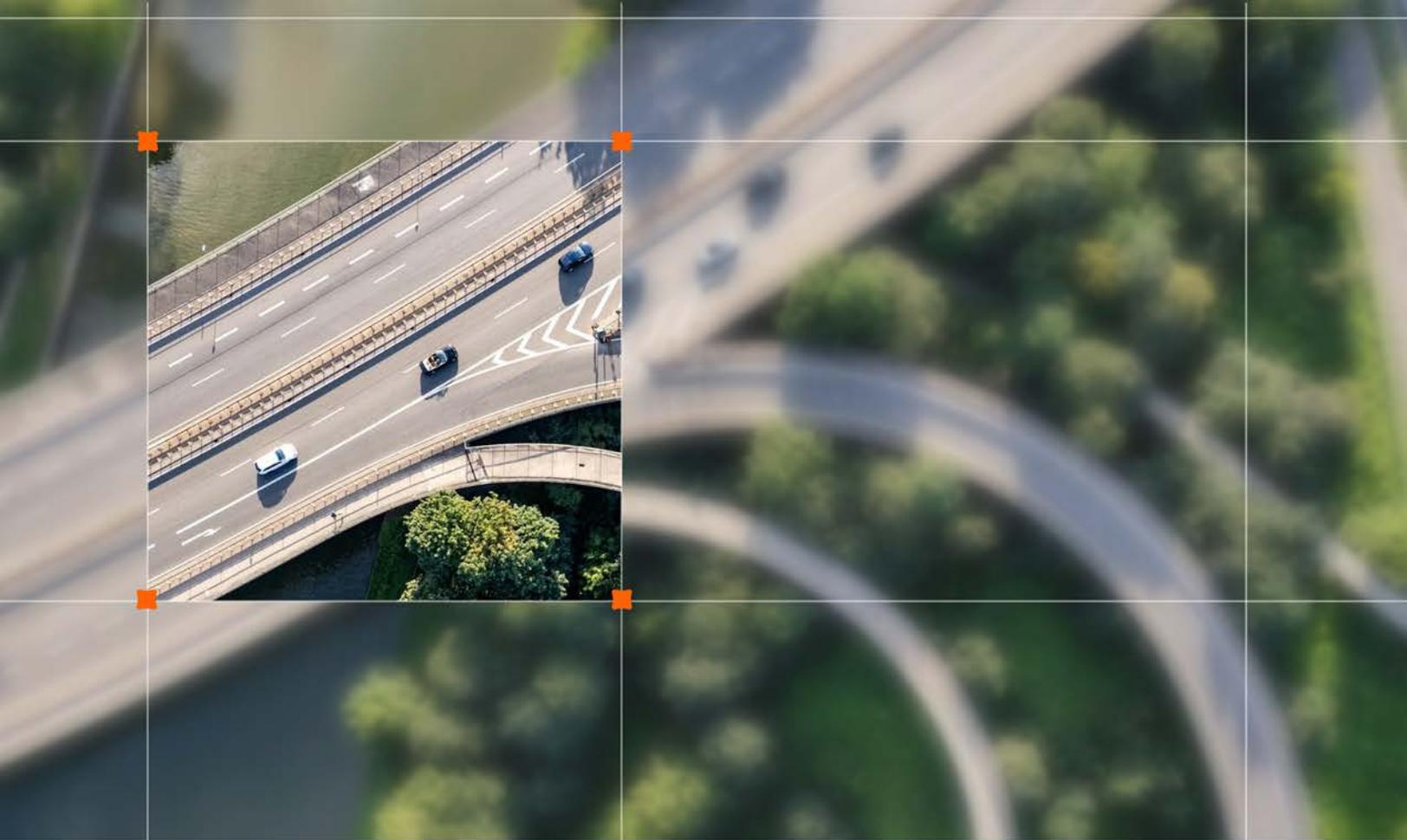
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# Traffic Safety Committee

**By Frank Galerie Director**

*Training and Administration (ret.), NYS Office of the Attorney General, NYSACOP LEL/GTSC*

## Micromobility: Did you see this coming?

The NYSACOP Traffic Safety Team extends its greetings. The foremost guideline when approaching an intersection is to remain prepared to stop and to thoroughly assess all directions for potentially oncoming traffic from every angle. In this edition of Intersections our focus is on Micromobility (e-bikes & e-scooters). We encourage our readers to pause and stay alert to traffic safety issues that could impact your agency or may have already done so.

### *Micromobility: Did you see this coming?*

E-bikes and e-scooters, collectively known as micromobility devices, have become increasingly popular modes of transportation throughout New York State and continue to raise significant public safety concerns. Suffolk County Police Deputy Chief David Regina, serving as the NYSACOP Traffic Safety Representative, recently testified before the Assembly Committee on this issue, noting that many e-bikes and e-scooters are operated at speeds exceeding legal limits, used in prohibited areas, and frequently modified to bypass manufacturer restrictions. In 2025, the Suffolk County Police District reported 16 serious injury collisions and 2 fatalities involving these ve-

hicles. Three incidents involved individuals under the age of 16, and in at least five cases, operators were not wearing helmets. Additionally, micromobility-related



incidents accounted for 30% of pediatric trauma cases at Stony Brook Children's Pediatric Trauma Center in 2025, with related admissions increasing by more than 2,200% between 2023 and 2025. Many of these cases involved severe injuries, including traumatic brain injuries. Even though New York State has regulations for e-bikes and e-scooters, enforcing these rules is difficult due to unclear classifications and requirements. Police of-



*Continued on Page 40*



# Micromobility

Continued from Page 38

ten struggle to determine whether these vehicles need to be registered, insured, or licensed.

For more information click <https://www.nyc.gov/html/dot/html/bicyclists/ebikes.shtml>

By working closely with the Governors Traffic Safety Committee (GTSC) and other traffic safety organizations, our team is dedicated to offering valuable information, resources, and support to all members, their agencies, and affiliated groups. Keep an eye out for our upcoming training and leadership courses, which are regularly announced in NYSACOP bulletins, sent to designat-



ed Traffic Safety Points of Contact, and posted on our website. If you'd like us to conduct an Agency Traffic Safety Services Review, please let us know.

As we begin a new year, we're aware that certain traffic safety concerns, especially the increased use of e-bikes and e-scooters, are becoming more prominent. We encourage you to share your feedback, questions, suggestions, and get involved.

If you need guidance or help concerning agency traffic safety issues, please contact Dan Denz, NYSACOP Traffic Safety Services Coordinator, at [ddenz@nychiefs.org](mailto:ddenz@nychiefs.org), or Frank Galerie, NYSACOP Law Enforcement Liaison, at [fgalerie@nychiefs.org](mailto:fgalerie@nychiefs.org).

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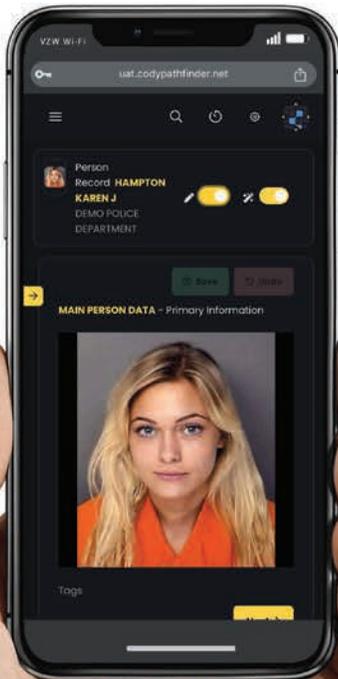
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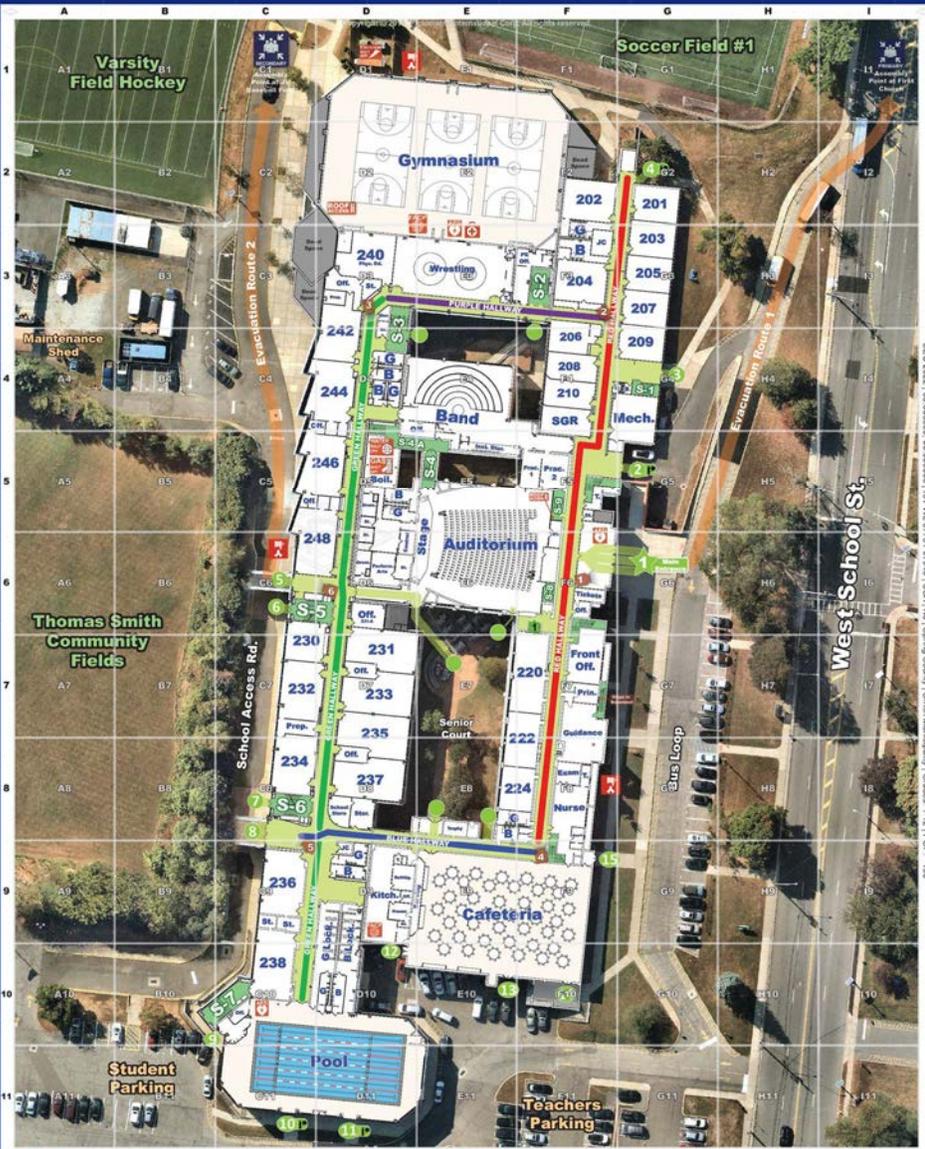
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# 2025 Showed Us “Below 100” Is Possible— And Repeatable

*By Gordon Graham*



March 2026

**G**ordon Graham here and hello again! I know I am not supposed to date these articles – Madame Editor uses words like “evergreen” –but in this instance, it’s important to know I’m writing this article in early January 2026, looking back on a major milestone we achieved in 2025.

One of the metrics I look at daily is law enforcement line-of-duty deaths (LODDs) throughout the United States and its territories. As such, I have been a big fan of Officer Down Memorial Page for years. Their work – accumulating LODDs around America and putting them into a very smart and easily searchable website and mobile app – is wonderful, so much so that I support them financially. If you don’t get anything else out of this piece, please download the ODMP app.

Having laid that framework, let’s go back to 2010. Line-of-duty deaths were creeping up in American law enforcement. This was of great concern to active personnel, but also to “the old guys” who still care about issues of importance even though they have retired from active duty. A group of these gentlemen were in Chicago at a police conference, asking “What can be done to reduce officer fatalities?”

And that’s when a powerful idea was born: Let’s work to get line-of-duty deaths “Below 100.”

Underlying Below 100 was a guiding principle: Keep it simple! The group looked at underlying causes leading to LODDs and, led by retired Captain Dale Stockton, came up with five control measures:

1. **Wear your belt.**
2. **Watch your speed.**
3. **Wear your vest.**
4. **What’s important now?**
5. **Complacency kills.**

With a lot of work by a lot of people, the idea that five simple risk management strategies could reduce LODDs spread far and wide – and people listened.

Of course, there were the narrowminded people who said, “Nothing can be done, bad things are just going to happen,” and “This is nonsense, the only acceptable number of line-of-duty deaths is zero.” And all the other naysayers made their appearances.

To be fair, the impact was not immediately felt. LODDs rose in 2010 and 2011 before falling for two years and then bouncing around. And COVID dealt us some horrible numbers from 2020 to 2023.

But in 2025, for the first time, we reached the goal: Fewer than 100 officers lost their lives in the line of duty. “Below 100” was reached.

(For those of you who fact check, you will see that ODMP lists 104 LODDs in 2025, but if you take out the deaths where the initial incident occurred in years prior to 2025, the total comes to 97 LODDs.)

We cannot control all the circumstances that make a career in law enforcement dangerous. Some years

*Continued on Page 45*



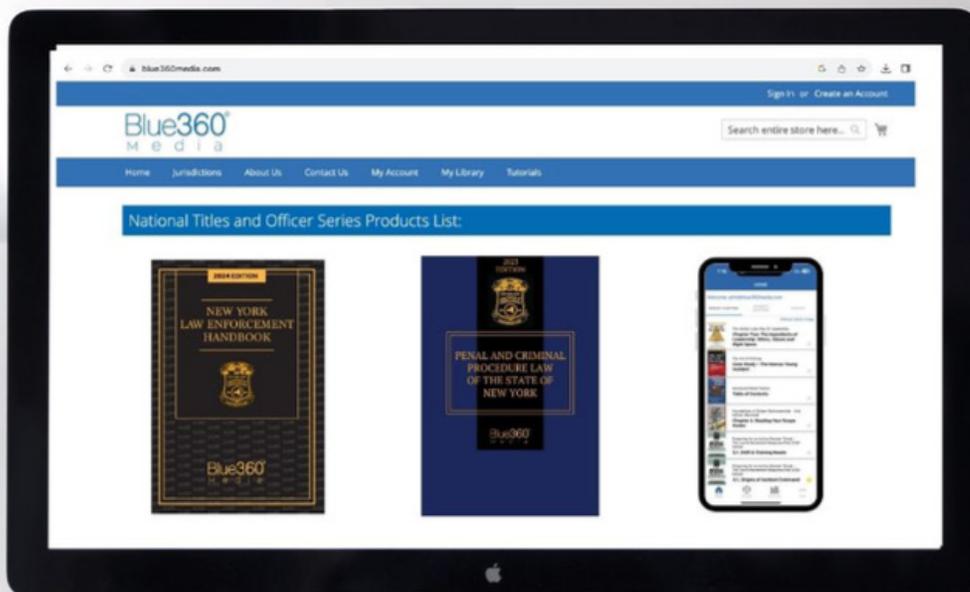
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# “Below 100” Is Possible

Continued from Page 43

we will experience greater loss, no matter how safely we operate. Regardless, I believe this milestone can be the start of a steady downward trend in deaths in our profession.

Each of you has a role in continuing to stress the tenets of Below 100. For those of you who are executives, please share this information with your management team. Take a look at ODMF daily – who was killed and how did that person die? Ask what could have been done to prevent that death.

For the managers who receive this article from the executives, please share it with the supervisors in your organization.

For those of you who are supervisors – you truly are the lynchpin here. Please share the news with your team and get their input into the “why and how” this happened – and more importantly, why and how can we achieve this goal again in 2026.

And for the patrol cops out on the front lines, please

do your part. Know and follow the Below 100 tenets. Go out of your way to talk to others on your team and make a personal commitment to spread the word, set the proper example, and recognize that bad things do not have to happen.

There are things each of us can do to achieve this goal again – and again – and maybe someday we can achieve “Below 50.”

Let me wrap up with this. My first full year in law enforcement was 1974. We suffered 284 LODDs that year. While the naysayers will object that 2025 is “just one year of data,” to me, going from 284 to “Below 100” is a big deal.

Get involved: Below 100

---

*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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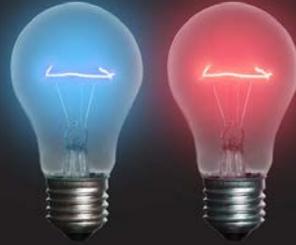


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# Are We Adequately Protecting Places of Worship in America?

*By: Dr. Matthew Miraglia, President/CEO, CLPS*

The First Amendment guarantees people the right to exercise their religion freely. However, according to FBI data, between 2015 and 2024 there was an approximate **136% increase** in religion-based hate crimes. Is it becoming dangerous to worship God in our country?

In 2026 and beyond, decision-makers tasked with safeguarding our churches, temples, and places of worship must implement strategies to create safer and more secure worship environments. Not doing so would be a dereliction of duty and a devastating mistake.

Two effective and practical ways to increase safety and security at places of worship include: 1) Performing a Security Threat and Vulnerability Assessment (STVA), and 2) Developing a Special Events Security Plan (SESP).

## Security Threat and Vulnerability Assessment (STVA)

The foundation of any security plan should be based on the information discovered during a Security Threat and Vulnerability Assessment (STVA). STVA is a comprehensive process that examines multiple aspects related to safety, security, and emergency preparedness. Areas examined during the STVA could include but are not limited to:

- **Secure Access of Buildings (External and Internal; Locking systems; Access controls; Visitor management)**
- **Grounds and Property Safety (Playgrounds; Athletic fields; Pic-Nic areas, Parking areas; Bus pickup/drop off zones)**
- **Large Group Assembly Areas (Sanctuaries; Auditoriums; Cafeterias; Classrooms; Multi-Purpose Rooms)**
- **Use of Surveillance Equipment (CCTV; Motion detection; Alarms; Background check/tracking software)**
- **Communication Equipment, Devices, and Capabilities (PA systems; Cellular service; Radios; Panic Apps; Emergency Alert systems)**
- **Emergency Procedures, Policies, Plans (Site-Specific - Evacuation/Reunification)**

- **Emergency Training and Drills (Compliance; Situational Awareness; First Aid/ CPR)**

Other General Safety and Security Considerations

## Special Events Security Plan (SESP)

SESPs should outline how safety, security, and emergency responses will be handled for various events that take place at a house of worship. Houses of worship pose differing security needs based on the type of event and other risk factors – identified by the STVA.

Security planning for places of worship should focus on the following core issues:



**Event Overview.** SESP should define the type of event/activity, location of the event/activity, expected attendance, and other risk factors. Types of events/activities could include but are not limited to regular weekend services, weekday and evening services, youth and children's services, youth group events, religious education classes, concerts/performances, fundraisers, and other events. Each type of event/activity needs to have a customized security plan.

**Security Objectives.** SESP should focus on protecting attendees, staff, performers, vendors, and visitors. This could include but is not limited to maintaining order and controlling crowds, preventing unauthorized access, prohibiting certain dangerous items, and enabling quick response to emergencies. Emergency response procedures should address the following incidents: Active Assailants, Assaults, Disorderly Persons, Fires/Explosions, Medical Emergencies, Missing Persons/Lost Children, Severe Weather, Suspicious Persons/Packages, and Other Human-caused or Natural Hazards.

**Security Command Structure.** SESP should define the roles and responsibilities of security personnel, managers, staff, volunteers, and law enforcement. The National Incident Management System (NIMS)

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# Adequately Protecting

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should be considered when designing a security command structure.

**Access Control and Security Screening.** SESP should address access control and appropriate security screening. This could include but is not limited to designating controlled entry and exit points, credentialing or ticketing people, prohibiting or restricting items, weapons detection screening, and deployment of security barriers, drones, or other security technologies.

**Communication Plan.** SESP should establish redundant modes of communication for internal and external communication. This could include but is not limited to walkie-talkies, landline phones, mobile phones, apps, public address systems, panic alerting systems, and other modes of communication.

**Site Maps and Layouts.** SESP should establish footprints and boundaries, staging areas, shelter areas, evacuation routes, medical triage areas, and command posts. Maps, floor plans, and other site-specific information should be provided to local first responders.

**Situational Awareness Training.** Adequate train-

ing should be provided to individuals tasked with safeguarding places of worship. Those needing to receive training could include but is not limited to employees, staff, clergy, volunteers, and law enforcement.

For religious leaders, the goals to prevent the loss of lives and injuries are clear:

- **conduct Security Threat and Vulnerability Assessments,**
- **develop a Special Events Security Plan, and**
- **ensure staff is provided with Situational Awareness Training**

To achieve all goals, local LEAs must be involved to ensure seamless planning and preparation for any real-world scenario.

For information on how to help make places of worship in your jurisdiction safer, visit:

[https://00867768-f4dc-4c25-a0d7-881708206b64.filesusr.com/ugd/091989\\_84a869671f55407d9e91ce64d5637e11.pdf](https://00867768-f4dc-4c25-a0d7-881708206b64.filesusr.com/ugd/091989_84a869671f55407d9e91ce64d5637e11.pdf)

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