

# The Chief's Chronicle

NEW YORK STATE ASSOCIATION  
OF CHIEFS OF POLICE, INC.



JUNE 2026



## 2026 Conference In Review



*More Photos  
on Pages  
43 & 45*



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## TABLE OF CONTENTS

### 4 PRESIDENT'S REPORT

*By Chief David Catholdi, President*

### 5 EXECUTIVE DIRECTOR'S REPORT

*By Chief/Ret. Patrick Phelan, Executive Director*

### 8 FACTORS IN LEADER DEVELOPMENT

**It is Easy to Forget**

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

### 11 CHIEF'S CORNER

**Public Employment After Retirement**

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

### 19 COUNSEL'S CORNER

**The Liar's Dividend**

*By Chief/Ret. Michael Ranalli, Esq.*

### 27 LEADERSHIP AT THE POINT OF DECISION

*By Charles Pisanelli, Inspector,  
Metropolitan Transportation Authority  
Police Department*

### 31 19TH ANNUAL NEW YORK STATE POLICE INTELLIGENCE SUMMIT

*By Saverio Rotunno*

### 33 CENTRAL NEW YORK CHIEFS HOLD AWARDS DINNER

### 35 INTERSECTIONS TRAFFIC SAFETY COMMITTEE

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

*Bill Georges, A/Chief (ret.) Albany PD  
Chair, NYSACOP Traffic Safety Committee  
NYSACOP Traffic Safety Outreach Liaison*

### 39 CONTROLLING THE NARRATIVE

*By Gordon Graham*

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A publication of the New York State Association of Chiefs of Police, Inc. 3177 Latta Rd., #230, Rochester, NY 14612 — Office 518-355-3371  
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# FROM THE PRESIDENT

## President

Chief David Catholdi  
Town of Brighton Police Department



## We Are in the People Business

Since being promoted to Chief in 2019, the only constant has been change—raising the age, bail reform, evolving laws, civil unrest, the pandemic, staffing challenges, and shifting community expectations. Each of these has required us to continually adapt how we lead and operate.

At the same time, we are expected to effectively manage our agencies while working with a wide range of stakeholders—school districts with constantly changing dynamics (we have five), numerous neighborhood associations (we have dozens), community groups, and special interest organizations. Each brings its own expectations, priorities, and culture.

But in the midst of all this, one group can sometimes be overlooked: the men and women doing the work every day.

We are, at our core, in the people business. That includes not only the communities we serve, but also the people within our own organizations.

At our agency, we've made a deliberate effort to focus inward through self-reflection—examining our processes, outcomes, and training methods, particularly how we prepare the next generation of officers.

### We ask ourselves two critical questions:

Are our members adequately trained to serve our community?

Are our supervisors adequately trained to lead and support our members?

To address this, we've prioritized leadership development. We've identified core competencies for our

supervisors and are working to ensure all first-line supervisors attend the FBI LEEDA Trilogy—Supervisor Leadership Institute (SLI), Command Leadership Institute (CLI), and Executive Leadership Institute (ELI)—so they are equipped to lead effectively.

We've also made significant investments in advanced training. All three of our Lieutenants and both Captains have now graduated from the FBI National Academy. These experiences provide them with the perspective and tools needed to lead in today's complex environment.

Additionally, we've implemented professional development days for specialized assignments, including evidence technicians, drone operators, and Field Training Officers. We bring in outside subject matter experts—often from other agencies—to ensure our personnel are receiving current, relevant training.

The goal is simple: provide our members with the best training possible so they can serve our community with professionalism and confidence.

I am proud to be associated with the New York State Association of Chiefs of Police and remain committed to advancing its core mission: *“to promote professional recognition, operational consistency, and the overall advancement of the policing profession through education”*.

Remember, in the end, it all comes back to one thing—our people.



From the President's Desk



# FROM THE EXECUTIVE DIRECTOR

## Chief/Ret. Patrick Phelan

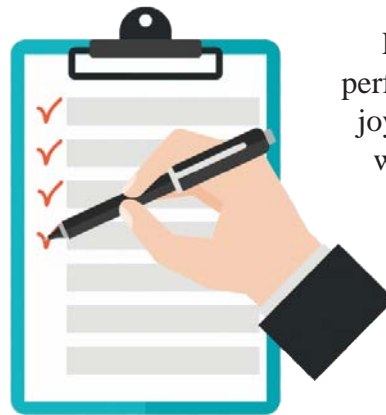


# 2026 Conference: Largest Attendance in Over 20 Years!

If you missed our 2026 annual training conference all I can say is I'm sorry, I'm sorry you missed it because it was amazing. We had our largest attendance in over 20 years with well over 200 Chiefs and command staff attending. We also had our largest trade show ever with 83 exhibitor booths. Our training was off the charts. John Miller gave a riveting talk on lone wolf terror attacks. IACP President David Rausch gave an informative presentation on the covenant school shooting, Chief (Ret.) Mark Henderson and Kerri Reifel gave us insight on current threats and trends in the Jewish community, Chief (Ret.) Mike Ranalli spoke about AI Issues and Digital Intelligence, Dr. Jay Supnick PhD. presented on fitness for duty evaluations, and Dep. Chief Dave Regina presented on the hot topic of e-bikes and e-scooters. The training was awesome.

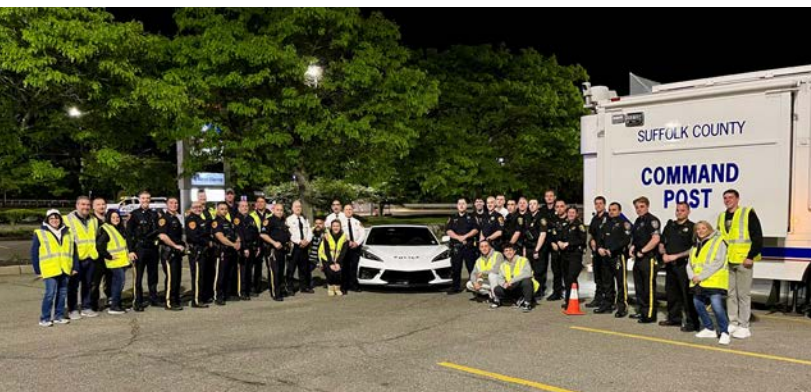
Our exhibitor floor had everything you could want, body cameras, stationary cameras, RMS, roadside test-

ing, insurance, communications, car set ups, plate readers, IT services, education services, firearms, body armor, drones and many unique products. Anything you need to research or buy under one roof.



Lake Placid was a hit, the weather was perfect and afforded the opportunity to enjoy the great Adirondack park including whiteface mountain, mirror lake, the Olympic training facilities, and the village of Lake Placid. Many of our attendees mentioned that they had never been to Lake Placid before and that they couldn't wait to come back. And as usual, we provided multiple networking opportunities that were enjoyed by all.

We will be back in Lake Placid next year May 24<sup>th</sup> -27<sup>th</sup>, 2027 so if you missed it this year you will get another chance. Our conference is growing by leaps and bounds so I would suggest you register early.



Suffolk Co. PD, Suffolk Co. Sheriff's Dept., MTA Police and volunteers from Suffolk Co. STOP DWI and MADD prepare for Memorial Day Weekend sobriety checkpoint.



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# Factors in Leader Development: It is Easy to Forget

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



Shortly after I was first promoted to sergeant, a detective that I had worked with said to me, “Don’t forget where you came from.” As a new sergeant I thought to myself, how could I ever forget, and I certainly would never forget working in patrol and investigations. But over the years, after reflecting on my leadership journey and talking to thousands of police leaders I would have to conclude that, I perhaps did forget, and I don’t think that I am alone. In leadership, it is easy to forget.

## It is easy to forget where you came from.

This may not apply to a police chief in a smaller agency. If you are still responding to calls for service as a police chief, you probably cannot be accused of “forgetting where you came from.”

For many police chiefs though, this is a very hard thing to hear. It is a stinging criticism that line officers can often be heard saying about their command staff. True or not, nobody wants to hear that they have forgotten their roots. That they no longer remember what it is like to be on the street.

In fact, many police chiefs are in their positions today, because they were good cops who did a good job on the street in the first place. Good street cops are often encouraged to take promotional exams and then they move up the ranks. There are few, if any, command level officers in policing today that have never worked the street, so in a sense, no police chief can ever truly forget where they came from.

On the other hand, a chief that really takes the time to self-reflect, may feel hurt by that statement, because there just might be a little truth to it.

The fact is, officers on the street are interacting on a daily basis with criminals, victims, witnesses, and each

other. They spend hours touching, smelling, arguing and sometimes fighting in places and with people who look and smell and act, nothing like the chief’s office or those who walk through the door.

The police chief spends all day responding to citizens complaining (legitimately or not) about the actions of their officers. Talking to politicians who may or may not be supportive of law enforcement. Meeting with other senior commanders who need to review policies and budgeting issues. Discussing lawsuits and grievances with attorneys and risk managers. Dealing with (or ignoring) the press. These things need to be done. They are, after all, in the job description of police chief.

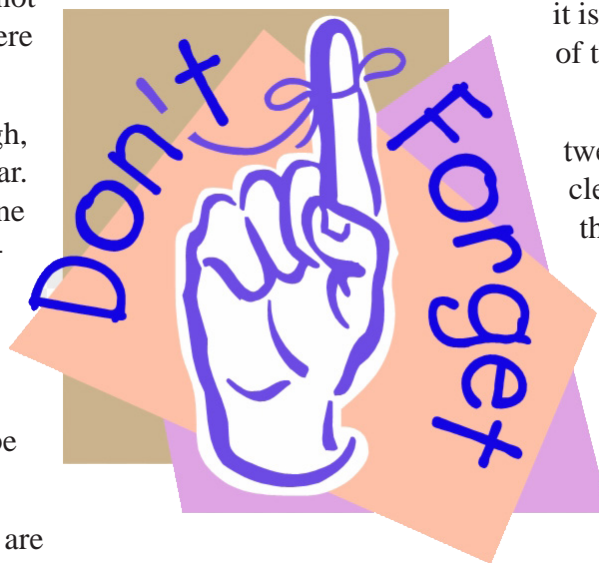
But after years of doing chief work, it isn’t hard to see where the memory of the street can become faded.

The day-to-day difference between command and line officers is clear. It is easy for many chiefs to think, “that’s not me, I know exactly where I came from and I’ll never forget what its like to be a beat cop.” If that is true for you, great. If it is difficult to hear, “the chief has forgotten where he/she came from,” then maybe it is time to take some action.

Maybe work a few shifts and answer a few calls, a few times per year on the different shifts. If it has been a while, just make sure your officer- safety skills are in order. Visit a roll call now and then, acknowledge the good work being done daily by your officers, they will appreciate it for sure.

This is not to say that meeting with attorneys and politicians is not important, someone has to – it is a reminder that it is easy to forget exactly what it is like to ride around for hours, at night, in all weather, wearing full duty gear and vest, in a shared marked unit with all the weapons and equipment you have given them,

*Continued on Page 8*



# Easy to Forget

*Continued from Page 7*

operating under the policies you have enacted, dealing with the people you rarely encounter.

**It is easy to forget, organizations are made of people, not things.**

Everyone wants to be treated as an individual. We all want to be recognized for our achievements, and when we mess up, we all want to be treated with grace and understanding based on who we are as people and the situation we have found ourselves in.

Police work is not like that. Scheduling and staffing can be a real burden. Depending on how your procedures work for filling overtime and how short-staffed you are, scheduling a detail could take up a big chunk of your time. Do this day-after-day and it probably won't be too long before you are viewing the department roster as individual pegs that to be fit into staffing holes. "I just need a body!" is a phrase we are hearing all too often throughout the profession. It is true, we need bodies (hiring and staffing) but that can sometimes lead to police leaders giving less individual consideration to their officers than they would ideally like to.

In addition, since the burden of paperwork and bureaucracy can be so all-consuming for senior leaders, it is often the case that the only way in which we learn

about and interact with a line officer is through paperwork. Frequently in larger agencies, and often in not so large agencies, all that a chief or deputy chief may know about an officer is what they read in crime reports, and in the results of internal affairs and use of force investigations.

It is therefore important to take the time to train subordinate supervisors to be not only good managers (fill the overtime) but also to be compassionate leaders (understand each officer as an individual). And then, as chief, to make sure that you do the same for your subordinate leaders. This will help create a healthy culture of individuals officers, instead of a collection of badge numbers.

**It is easy to forget yourself.**

It is true, leadership is lonely. Especially at the top. It is true that nobody ever stops by to ask the chief how he or she is doing. It is true that, for many members of the public, the police chief and the department are thought of as one. It is true that the chief is often the one who must hold officers accountable, administer discipline, and enact policies that are unpopular. To say that being a police chief is often a burden is an understatement.

With all the stress and responsibility of being at or near the top of the organization it is easy to forget about yourself.

In trying to do our best to get a wellness program in

*Continued on Page 9*



# Easy to Forget

*Continued from Page 8*

place. Budgeting, selecting the right program, encouraging officers to take advantage of it etc... it is easy to forget that top command needs to focus on wellness too. Wellness for supervisors is needed as much as wellness for those on the street.

Many chiefs believe whole-heartedly in training their men and women. They stretch the training dollars as far as they can. And often in doing so, altruistically, will neglect their own training and development needs.

Just like it is the case for many officers, for many chiefs and top commanders, the job can become all consuming. Sacrificing family time, outside activities and hobbies, working out, faith, and personal other interests can take a back seat in the lives of police leaders.

The “I usta” syndrome that Dr. Kevin Gilmartin identifies in his book regarding the loss of interest in personal activities and hobbies in policing, is as much an issue for command staff as it is for line officers. For more detail on the “I usta” syndrome read or re-read Gilmartin’s book, “Emotional Survival for Law Enforcement.”

It is easy to forget about yourself in a leadership position. You still need to develop, so commit to reading one book or getting to one training course this year if you haven’t been in some time. Make sure you are not giving back those personal and vacation days that accrued over the year(s). When the kids want you to get on the floor and play blocks, play with the blocks. If you didn’t when you started playing, you will in short order. If you “usta” fish, work out, attend regular church service, volunteer, or even crotchet, get back to it, if only for yourself.

Leadership books and courses spend much time on values, positive leadership behaviors, building culture, management skills, and the like. They don’t often address one of the realities of leadership, and that is that it is easy to forget. It is easy for forget where you came from and those who are there now. It is easy to forget that everyone needs to be treated as an individual and not some number on a staffing chart. It is easy to forget yourself.

Fortunately, even though we sometimes forget, we can also remember and take steps to become better leaders for our profession, our communities, our followers and our departments.

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# CHIEF'S CORNER

## Returning to Public Employment After Retirement

By Chief Stuart K. Cameron- Old Westbury PD



Serving as a police chief fosters the development of a unique set of skills that can prove invaluable in many other environments. Once a police chief decides to retire these skills can be applied elsewhere depending upon the goals and ambitions of the individual retiree. Many chiefs have had their fill of public service and will utilize their skillsets to travel, play golf or pickleball, while enjoying the fruits of their labor from the New York State Pension System. Other chiefs may not yet be ready to fully retire and will seek work post-retirement. Fully understanding how post-retirement work can affect pension benefits in New York State is critical to ensure that these benefits are not adversely affected.

When any police officer decides that it has come time to retire, one of the many decisions that need to be made is what pension option to select. This is an individual decision often impacted by one's unique family situation, such as the desire to financially protect a spouse or other loved one and whether the loved one has a pension of their own or another source of income. Fully understanding all the pension benefit options under the Police and Fire Retirement System is critical before making this lifelong, irrevocable decision.

The option that provides the maximum monthly benefit is called the Zero Option. This benefit will provide monthly payments to the retiree throughout their lives; however, all payments will stop upon the retiree's death. As the name implies, survivors will get zero, even if a retiree tragically passes away shortly after re-

tiring. The Zero Option benefit also plays a role if the retiree decides to return to work for the municipality from which they retired. This will be discussed in more detail later in this article.

A partial lump sum option can be taken in conjunction with a service retirement under certain twenty and twenty-five-year plans, provided the retiree has been eligible for a service retirement for at least one year. The lump sum option pays the retiree a one-time pay-

ment based upon the actuarial value for a given percentage (5 to 25%) of their pension upon retirement, thereby reducing all future lifetime monthly payments accordingly. To receive a partial lump sum pension payment the retiree must elect to do so upon filing for retirement or within a thirty-day window immediately thereafter. A retiree can choose a partial lump sum payment while also selecting another pension option.

Should the retiree opt to provide survivorship benefits to another person, such as their spouse or significant other, several survivorship options exist in the plan, however each will reduce the retiree's monthly payment to a varying degree, based in part on the age difference between the designated survivor and the retiree and their actuarial life-table expectancies.

Survivorship Options include the continuation of the same benefit that was being paid to the retiree, instead now to the designated survivor for their lives, or the continuation of a percentage of the benefits that the

*Continued on Page 11*



## Employment After Retirement

*Continued from Page 10*

retiree was receiving.

There are also Certain Period Benefits, wherein the benefits will continue to be paid to a beneficiary for a predetermined or certain period, such as five, ten or fifteen years, from the date that the retiree left service. If the retiree passes away after this predetermined period, the survivor benefit will have lapsed, and the survivor will get nothing. If one of the certain period options is selected and the retiree dies, the benefits will cease completely for a survivor once the end of this certain period is reached. For example, if a retiree has opted for the ten-year certain period and passes away after eight years, the beneficiary will continue to receive the pension benefits until the ten-year mark post-retirement has been reached for the retiree at which point the benefits will cease.

The Police Fire Retirement System has numerous tiers and retirement options can vary within each tier, so this summary should be considered as just a general overview of the available options. There is a wide variety of useful information on the New York State and Local Retirement System's website, including a calculator to determine how various options will affect pension benefits. The most important thing is to fully understand all the pension options available to you based upon your tier and to choose wisely given your unique situation.

From a financial planning standpoint, it is a good idea to know these options well before retirement. For example, planning for retirement in advance can allow someone to purchase life insurance at a lower rate when they are younger to offset the potential consequences of a desired pension option selected upon retirement. It is also wise to closely scrutinize annual contribution statements to ensure accuracy.

*Continued on Page 13*

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## Employment After Retirement

*Continued from Page 11*

Many options are available for retired chiefs who opt to continue to work while receiving their pensions post-retirement. Chiefs are increasingly sought after for leadership roles in a variety of jobs, such as municipal administration positions, public safety consulting, and other government work which will benefit from their institutional knowledge and experience. Returning to public employment after retiring within the Police and Fire Retirement System (PFRS) involves a complex set of pension rules that can have a significant impact on retirement benefits if misunderstood or misapplied. After working years to earn it, few retirees would want their pension benefits suspended, even temporarily.

Rules are in place to govern how much you can earn, when pension waivers are required, whether you can return to work for a former employer, and how your pension option choice factors into post-retirement employment.

Once retired a New York State public employee pension is generally unaffected by work in the private sector, for the federal government or for a municipal employer located outside New York State, including working for another state's government. In these situations, there are no limits on earning and pension payments continue without restriction.

This changes dramatically however when the return to work involves another job in public employment within New York State, including, state agencies, counties, cities, towns, villages, school districts, BOCES, public authorities and public benefit corporations. In these instances, earnings and employment status can directly affect pension payments unless specific statutory conditions are met.

According to Section 212 of the Retirement and Social Security Law, a retired police chief or other municipal retiree under age 65 may return to public employment in New York State and continue receiving a pension as long as the total earnings from this employment do not

*Continued on Page 14*

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# Employment After Retirement

Continued from Page 13

exceed a statutory annual cap. This cap is currently set at a limit of \$35,000 per calendar year. Should a retiree return to work and earn under this cap, no waiver is required. Once retired and receiving pension benefits, any additional earnings will not result in increased pension credits. If annual earnings exceed the statutory limit without a waiver in place, pension payments will be suspended for the remainder of that calendar year, and partial repayment may be required. Retirees who can work while remaining under the cap are commonly engaged in part-time, advisory, or short-term municipal roles.

Should a retiree under sixty-five years of age wish to return to public employment in New York State and earn more than the 212 limit, while still being able to collect their full pension, the hiring public employer must request a Section 211 waiver.

A Section 211 waiver allows unlimited earnings from New York State public employment while pension payments continue without interruption. Section 211 waivers are issued for specific positions and for limited time periods.

To obtain a Section 211 waiver the public employer must certify that there is an urgent or unplanned need to fill the position, that a qualified non-retired candidate could not be successfully recruited and that the position is temporary and not permanent. Waivers are typically granted for a limited period, often up to two years, and may be renewed under certain conditions. A Section 211 waiver removes the Section 212 earnings cap; however, it does not override other restrictions, including those related to working for a former municipal employer and the related salary

offset. The application for a Section 211 waiver must now be done online through a New York State Civil

Continued on Page 15

## Returning to Work after Retirement?



# THE CASE FOR AEDs IN LAW ENFORCEMENT

By: **Bob Glover**, Market Specialist, ZOLL Medical, Silver Partner of NYSACOP

## A HARSH REALITY: CARDIAC ARREST IS A RACE AGAINST TIME

### Sudden cardiac arrest and heart disease is the leading cause of death in the US today.

Roughly **350,000** Americans experience an out-of-hospital cardiac arrest each year, killing **3.5 - 4** times more Americans than drug overdoses.



The key survival factor is time: for every minute that goes by without high quality CPR and defibrillation, the chance of survival drops by 10%.

Early defibrillation is one of the strongest predictors of survival.

When a shock is delivered within the first few minutes of collapse, survival rates can exceed 50%.

### LAW ENFORCEMENT:

As EMS and Fire agencies across New York experience staffing challenges and potentially longer response times, law enforcement agencies should bear a greater share of the burden for responses.



For cardiac arrest victims, the first few minutes are oftentimes the difference between life and death. As CPR and AED-trained professionals, law enforcement can make a significant difference in the community and save lives when provided with the correct lifesaving tools, such as a ZOLL AED.



Law Enforcement is routinely on scene prior to EMS and Fire.



Law Enforcement vehicles typically outnumber EMS by 4 to 1 (and even more in responses).

## HOW ZOLL AEDs SUPPORT OFFICERS IN HIGH-STRESS ENVIRONMENTS

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# Employment After Retirement

Continued from Page 14

Service portal by the municipal agency that seeks to employ the retiree.

Should a retiree wish to return to work for a former employer an entirely different set of rules come into play. These rules are much more restrictive than those in Section 212. First, it is important to fully understand what former employer means in this context. In these circumstances former employer is broadly defined. A former employer is any public employer that paid you a salary or compensation at any time during the two years before your retirement, provided your retirement benefit is based in part on that salary and/or service.

For a police chief who retired from a municipal agency, the former employer generally includes the municipality that they retired from and in some cases, also closely related successor entities. Returning to employment in the same municipality in any capacity,

sworn or civilian would trigger the rule. The restriction is not solely limited to the police department, any job within any branch or department within the municipality would apply.

For retirees from New York State employment, the definition is significantly broader, and it can include any state agency, state authority, public benefit corporation or any other state-level employer participating in the New York State retirement system. Due to this definition being so broad, retirees should not assume a public position is exempt without confirmation.

To return to work for a former employer and retain pension payments, New York State law requires a bona fide separation from service. A retiree may not return to the same or a similar position with their former employer and retain their pension payments unless they have been retired for one full year. A same or similar position is based upon job duties and not the job title. This rule applies even if the retiree received a Section

Continued on Page 16



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## Employment After Retirement

*Continued from Page 15*

211 waiver. Any type of prearranged agreement to retire and return to work can invalidate retirement and result in a recovery of any pension benefits that have been paid to the retiree. For example, this rule would prevent a police chief from retiring and immediately returning to work as an interim or contract chief in essentially the same role.

If a retiree does opt to return to work for their former employer after this one-year period has elapsed, there is a limitation on how much can be earned that is separate and apart from the limitation contained in Section 212. Accordingly, this limitation cannot be waived via a Section 211 waiver. This restriction is designed to prevent retired employees from earning more from their pension and salary than their pre-retirement earnings. It is calculated by determining the difference between the retiree's final average salary and their zero-option pension benefit, regardless of which pension option was selected. For example, a chief who has qualified for a sixty percent

pension with a final average salary of \$150,000 would be entitled to a zero-option pension of approximately \$90,000. This would mean that the maximum salary that can be earned while working for a former employer would be \$60,000. This limitation is separate from the \$35,000 cap currently in place under Section 212.

Returning to public service after retiring as a New York police chief can be both meaningful and financially sound, but only when done with a clear understanding of the rules. Earnings limits, waivers, former employer definitions, salary offsets, and pension option mechanics all interact in ways that can surprise even experienced leaders.



The costliest mistakes are rarely intentional. They can arise from uninformed assumptions.

Chiefs who take the time to understand these rules protect not only their pensions, but the credibility and integrity that they spent a career building. Retirees considering post-retirement employment should consult directly with the New York State and Local Retirement System or qualified financial counsel before accepting public employment to ensure full compliance with all applicable statute.

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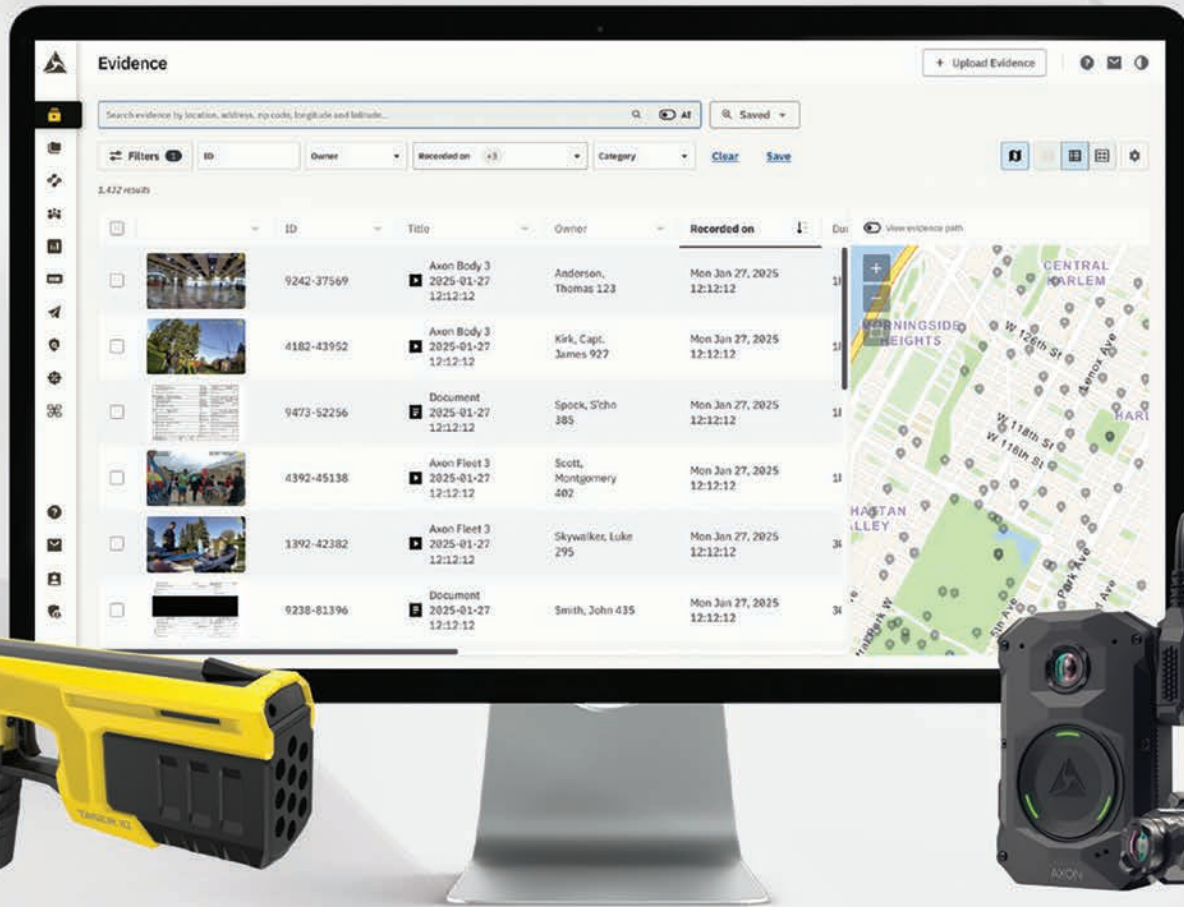


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## ***The Liar's Dividend: Accessing and Authenticating Truth in the Era of Digital Deception***

**V**ideo evidence once seemed inherently credible. Captured by surveillance, recorded by a phone, or flagged by an internet service provider, it appeared the hard work was done: Find the file, preserve it, present it.

**That assumption is no longer safe.**

Deepfake technology and public awareness of it have changed law enforcement work in clear and subtle ways. The obvious problem: Digital images, audio, and video can be manipulated in ways that are hard to detect. But there's a subtler, often more dangerous problem, too: As awareness of deepfakes spread, people may now claim real evidence is fake. This effect, called the "liar's dividend," is becoming important for officers, investigators, prosecutors, and police leaders to understand.

Concerns over manipulated photos in digital images have existed for years. Now, with hosted cloud storage and web-based email managed by private companies, new questions arise. Do existing search-and-seizure laws adequately cover the complexities of digital evidence under these companies' terms of service? How will courts treat hashing technology, a digital fingerprint of a file, when a provider finds possible child sex abuse material (CSAM)? The "liar's dividend" and the doubts it raises will affect how video evidence provenance is established.

Two recent appellate decisions illustrate these issues: *Matter of M.S. (M.H)* from the New York Court of Appeals and *United States v. Maher* from the Second Circuit. These cases have different facts and legal questions, yet they highlight the same operational reality. In the era of digital deception, officers cannot assume a file speaks for itself. Nor can they assume that identifying and collecting digital evidence falls within existing search-and-seizure rules. How the evidence was created, where it came from, how it was handled, and what the police did to inspect it may matter as much as what the evidence seems to show.

That is not just a trial issue for prosecutors. It starts with a seizure and continues through each step of handling, review, documentation, and testimony. The laws pertaining to digital evidence will continue to evolve as the law catches up with the technology. Until the law settles, knowing the relevant laws in your jurisdiction is critical. This article will focus on decisions applicable to New York.

### ***Matter of M.S.: Inadequate Authentication***

*Matter of M.S. (M.H.)*, 2026 NY Slip Op 00825 (N.Y. Feb. 17, 2026)

The term "liar's dividend" describes a simple but powerful problem. As society becomes more aware that deepfakes exist, dishonest people gain a new defense.

*Continued on Page 21*

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# The Liar's Dividend

Continued from Page 19

They can deny real evidence by claiming it was digitally fabricated or altered. The more public discussion there is about deepfakes, the easier it becomes for bad actors to cast doubt on authentic evidence.

In policing, so much modern evidence is digital. Body-worn camera footage, surveillance video, Ring/Nest camera clips, phone extractions, social media posts, emailed images, cloud-stored files, and cyber tip reports – all now sit in an environment where authenticity can be challenged. In practical terms, this means an officer or investigator cannot stop at “we have the video.” The question now is, “Can we prove this is what we say it is, and can we explain how we know that?”

The New York Court of Appeals’ decision in *Matter of M.S. (M.H.)* should get the attention of anyone who works in child abuse cases, digital evidence cases, or family offenses.

The case involved videos that appeared to show a mother’s live-in boyfriend sexually abusing her 14-year-old daughter. The videos were not found on any family devices. Instead, they were discovered in 2022 during an FBI investigation into a different suspect, B.W., who reportedly told an FBI agent he had

hacked into home security cameras in 2019 and saved clips from one family’s camera feed. Law enforcement later linked the family in the videos to the mother, M.H., her daughter, M.S., and the boyfriend, D.K. Police also found that the layout of the living room appeared to match the room seen in the videos, and they located items in the home that appeared to match items depicted in the footage. Still, the daughter denied abuse during her interview, and the videos were never found on the family’s own devices.

Family court admitted the videos and found abuse, and the appellate division affirmed. The court of appeals reversed.

The court of appeals first discussed a prior decision in which they set forth two ways that video evidence may be authenticated:

1. Testimony of a witness to recorded events or of an operator, installer, or maintainer of the equipment that the videotape accurately represents the subject matter depicted, or
2. Testimony by an expert or layperson establishing that the video accurately and truthfully represents what was before the camera.

The court held the videos were not properly authenticated. It emphasized the evidence’s strange provenance. The clips came from a third-party hacker, not the original source. There was a lengthy gap between when

*Continued on Page 22*



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# The Liar's Dividend

Continued from Page 21

the videos were created and when law enforcement recovered them. There was also no testimony from the creator of the recordings or the person who extracted the clips. The court was also unpersuaded by the FBI agent's testimony, noting he saw no signs of tampering but was not qualified as an expert in video authentication and was not asked about forensic methods to detect manipulation. In the court's view, matching furniture, rooms, and household details was not enough. In the deepfake era, real-world background details do not necessarily prove the actions depicted actually occurred.

The dissents were compelling. They argued the circumstantial evidence was overwhelming and that the majority had created an unworkable standard. One dissent noted that the videos included highly specific items, such as sex toys, later found in the boyfriend's locked bedroom. No one "faking" a video could have known about these items. Another warned that the majority's approach could force child victims to testify or require expensive expert testimony. This could happen even when the forgery theory is unsupported and speculative.

Reasonable people can debate which side had the better argument. But for law enforcement, the lesson is straightforward. If your case depends heavily on digital media, you need to be prepared to prove more than what the video seems to show. You need to prove where it came from, how it got to you, what happened to it along the way, and why it can be trusted.

Provenance matters. Chain of custody matters. Metadata matters. Original source devices matter. In some cases, expert help may be needed to investigate and document authenticity.

## Hash Technology Versus the Private Search Doctrine

*United States v. Maher*, 120 F.4th 297 (2nd Cir. 2024)

If *Matter of M.S.* is about authenticity, *United States v. Maher* is about the Fourth Amendment.

First, I need to touch on two areas important to the case: Google's hashing technology and the private

search doctrine.

Google's terms of service state the company "may" review content to determine whether it is illegal or violates policies. They use two different processes. First, when an image or video file is uploaded to the platform, the file is "hashed," resulting in a digital fingerprint. This fingerprint is [compared to a database](#) containing the fingerprints of known CSAM. If the system finds a match, the file is flagged in Google's detection system and a cyber tip is sent to the National Center for Missing and Exploited Children (NCMEC) without further human review. (Note that 99.72% of Google's cyber tips are made using this automated process.)

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MEANS  
BEING ABLE  
TO PROVE  
THE TRUTH**

Files that don't get caught by the hash-matching process may be further analyzed by [Google's AI-enabled content analysis system](#). According to Google, their systems are able to "flag new content that is very similar to patterns of previously confirmed CSAM." These files are reviewed by the company's specialized content reviewers to confirm whether they do, in fact, contain images of sexual abuse. These newly identified images are then reported to NC-

MEC, as per U.S. law.

Searches done by private people – that is, individuals or entities not acting as government agents – are generally not subject to the restrictions of the Fourth Amendment, which protects against unreasonable searches and seizures by the government. The private search doctrine is a legal principle that authorizes police to conduct warrantless searches if it is certain they will not learn anything more than what was already revealed in a prior private search conducted by a non-governmental party.

In *Maher*, Google used its automated hash-matching technology to flag a file uploaded to one of the defendant's Gmail accounts. The file matched the hash value of an image previously identified by Google as CSAM. Google reported the file to the NCMEC, which then forwarded it to the New York State Police. No one at Google visually examined the file; the identification was purely algorithmic. A state police investigator opened the file and visually inspected it without first

*Continued on Page 24*

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# The Liar's Dividend

Continued from Page 22

obtaining a warrant. That visual examination supported later search warrants that led to the seizure of thousands of images and videos.

The district court denied Maher's motion to suppress the evidence subsequently obtained by the police, ruling that the private search doctrine applied. The Second Circuit disagreed, holding this warrantless visual inspection violated the Fourth Amendment.

The court drew an important distinction between what Google's automated system knew and what the investigator learned by opening the file. The hash match revealed the file's digital fingerprint matched that of a previously identified image. But the hash match did not reveal the specific visual details of the image in the defendant's file. Once the investigator opened the file and reviewed it, law enforcement learned more than the private party had. That exceeded the scope of the private search doctrine and required a warrant. The court also rejected the argument that Google's terms of service wiped out the defendant's reasonable expectation of privacy as against the government.

The government still prevailed because the court applied the good-faith exception. At the time of the search, existing law had not clearly established that a warrant was required in this exact circumstance. So, the evidence was not suppressed. But the constitutional holding remains significant: A provider's automated flagging can create strong probable cause, but it does not necessarily authorize officers to open and inspect a file without a warrant.

For investigators, this is a bright warning light. When you receive a cyber tip or other provider report based on automated detection, do not assume that because the provider flagged

it, you are free to open it. In many cases, the safer and smarter course is to treat the report as probable cause and get a warrant first. Hash technology provides strong probable cause, so you are likely to get the warrant. Never again will the good-faith exception be applied to a case like this in the Second Circuit, as this case now puts law enforcement on notice.

## Takeaways for Agencies

Provenance is not a technical afterthought. It is central. The cleaner and more complete your understand-

Continued on Page 25

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# The Liar's Dividend

Continued from Page 24

ing of where a file came from and how it moved, the better positioned you are to defend it.

If you recover digital media, document exactly how and where it was obtained. Preserve the original versions whenever possible. Reports and documentation must be thorough. How was the file received? Who first viewed it? Was it opened before a warrant, and if so, was proper consent given? Was it original or forwarded? Was metadata preserved? Was the device or platform source identified? These details can decide whether evidence is admitted, suppressed, or given little weight. Whenever possible, only let properly trained officers secure any digital evidence.

For video, be sure to obtain the original source format in which it was recorded. Some cases may require digital forensics expertise or close consultation with the prosecutor earlier than they once did. Even if the codec (the device or system used to compress, transmit, and play back a file) is proprietary, modern forensic video software can still examine it. Avoid unnecessary

viewing, copying, or manipulation. Understand that screenshots, forwarded clips, and edited segments may present authentication problems later. If such a forensic examination had been done in a *Matter of M.S. (M.H.)*, it, along with the strong circumstantial evidence, may have saved the case.

The entire file's life cycle matters. If the source is a social media platform, cloud provider, hacked account, third-party forwarding source, or anonymous tipster, you need to ask early whether you are dealing with original evidence, copied evidence, clipped evidence, or something with a compromised chain of custody. You also need to separate two questions that are often conflated: Is this file likely authentic, and what legal authority do I need before I inspect it more closely? If the source is a third-party provider, it will be critical to determine how the evidence can be authenticated.

For supervisors and agency leaders, this is a training issue. Officers need more than general reminders to "follow policy." These are no longer niche issues for computer crimes units. Patrol, detectives, school resource officers, special victims' investigators, internal affairs investigators, and command staff all need a working un-

*Continued on Page 26*

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# The Liar's Dividend

Continued from Page 25

derstanding of them.

A hash match is powerful, but it is not magic. It can establish strong probable cause, but it does not automatically authorize a warrantless visual search by law enforcement. *Maher* makes that clear, at least here in the Second Circuit. As of now, two other circuits have ruled opposite of *Maher*, which could make this issue ripe for evaluation by the Supreme Court of the United States. An excellent article explaining this issue and the technology can be found on Lexipol's website: [CSAM and Hash-Matching — Tech Tool for Catching Creeps](#).

## Readiness Means Being Able to Prove the Truth

The larger lesson here is the same one we see in other areas of policing. Readiness is not just equipment, staffing, or tactics. It is the ability to operate effectively in the actual environment.

Today, that environment includes a world where digital media can be manipulated, where real evidence

can be attacked as fake, and where courts are scrutinizing both authenticity and constitutional process with increasing care. Officers and agencies that fail to adapt will find themselves losing cases they thought were strong. Worse, they may make preventable mistakes that damage victims, undermine investigations, and erode public trust.

The answer is not to become paralyzed or cynical about digital evidence. The answer is to become better at handling it.

In the era of digital deception, truth still matters. But in court, truth increasingly has to be authenticated, preserved, and lawfully obtained with far more precision than before. Police agencies that understand this will be far better prepared for the digital evidence challenges already reaching courtrooms.

Endnotes <sup>1</sup> *The phrase "liar's dividend" appears to have first appeared in an article published in the California Law Review in 2019 by Bobby Chesney and Danielle Citron. The article can be accessed here: <https://doi.org/10.15779/Z38RV0D15J> (last accessed on 4/17/26).* <sup>2</sup> *People v. Patterson*, 93 N.Y.2d 80 (1999)



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# Leadership at the Point of Decision: Embedding Command Authority in Transit Operations

By Charles Pisanelli, Inspector,  
Metropolitan Transportation Authority Police Department



Complex transportation systems require leadership capable of operating across organizational boundaries. Before an MTA Police Department (MTAPD) supervisor was assigned to the Metro-North Operations Control Center (OCC), a recurring challenge affected both public safety and service reliability. Police operations and rail control shared the same overarching mission but approached it through different priorities, protocols, and professional cultures. Limited direct interaction between the two created friction during critical incidents, leading to delays, misunderstandings, and operational inefficiencies.

Police supervisors and rail controllers rarely worked side by side. As a result, neither group fully understood the pressures, constraints, or decision-making frameworks of the other. Law enforcement priorities emphasized officer safety, scene control, and threat mitigation, while rail control focused on system flow, passenger movement, and minimizing service disruption. Without a shared operational picture or established relationships, decisions were often sequential rather than collaborative. This gap stemmed not from unwillingness, but from structural separation.

The solution required leadership, not simply new procedures. Embedding an MTAPD supervisor within the OCC addressed the root issue by placing command-level police leadership at the point where operational decisions are made. FBI-LEEDA leadership doctrine stresses adaptability, influence, and decision-making at the point of greatest impact. The OCC assignment put these principles into practice by integrating public safety leadership directly into the railroad's decision-making environment.

The OCC is the nerve center of Metro-North Rail-

road, where real-time decisions affect safety, service continuity, and public confidence. An MTAPD supervisor in this environment transforms policing from a reactive support function into a proactive leadership partnership. Public safety and service reliability are no longer competing priorities handled in isolation, but complementary objectives managed collaboratively in real time.

During critical incidents, effective leadership demands speed, composure, and decisiveness. An OCC-based supervisor provides immediate command authority without reliance on delayed communications or fragmented information. This creates a unified command posture consistent with FBI-LEEDA principles of situational leadership and decisive action. Equally important, operating alongside railroad leadership builds trust and mutual understanding. Police and rail leaders gain insight into not only each other's priorities, but also

the rationale behind operational decisions. As a result, escalation is reduced, response times improve, and confidence is reinforced across executive leadership, frontline employees, and law enforcement personnel.

Situational awareness is foundational to sound leadership. Direct access to train movements, signal conditions, weather impacts, and service disruptions enables the OCC supervisor to anticipate secondary risks such as overcrowding, trespass incidents, or disorder. Leaders who can identify emerging threats early are better positioned to intervene proactively rather than reactively.

The leadership impact extends directly to officers in the field. Enhanced intelligence sharing improves

*Continued on Page 29*



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# Leadership at Point of Decision

Continued from Page 27

morale by reinforcing trust in command-level decision-making. Access to body-worn camera footage and station video provides immediate situational intelligence during unfolding incidents, allowing leadership to deploy protections, request resources, or adjust tactics in real time. Protections can be implemented in seconds rather than minutes, reducing reliance on telephone relays and fragmented reporting.

Embedded leadership has also produced measurable operational benefits. In 2022, police-attributed train delays totaled 19,056 minutes; in 2023, 19,066 minutes. In 2024, the first full year with an OCC-based MTAPD supervisor, delay minutes dropped to 5,448. This reduction reflects earlier interventions, improved coordination, and leadership decisions that balance safety with service continuity.

Ultimately, embedding an MTAPD supervisor in the OCC resolved a leadership gap that policy alone could not. By addressing cultural separation, improving mutual understanding, and aligning priorities at the point of decision, this model demonstrates how lead-

ership placement can transform outcomes. In complex transit environments, leadership at the center is not optional – it is essential.

## Leadership Takeaways

- Identify and address leadership gaps created by organizational separation.
- Place leaders where operational decisions are made to align priorities in real time.
- Build trust by fostering daily interaction between professional cultures.
- Measure leadership effectiveness through safety, morale, and operational outcomes.

*Charles Pisanelli is an Inspector with the Metropolitan Transportation Authority Police Department in New York and currently serves as the Commander of the Metro-North Railroad territory. He is a 20-year veteran of the MTAPD with extensive experience in command leadership, critical incident management, and inter-agency coordination within complex transportation environments. Inspector Pisanelli received the FBI-LEEDA Trilogy Award in June 2023. The views expressed are his own.*

*Acknowledgments: The author would like to acknowledge the contributions of Lieutenant Carl Sullivan, whose leadership, operational field experience, and innovative approach were instrumental in the development and successful implementation of this initiative.*

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# 19th Annual New York State Police Intelligence Summit

*By Saverio Rotunno*

**O**n March 24 and 25, members of the New York State Association of Chiefs of Police (NYSACOP) gathered in Saratoga Springs for the 19th Annual New York State Police Intelligence Summit—an event that underscored the growing importance of technology, collaboration, and innovation in modern law enforcement.

NYSACOP President Paul Oliva was joined by 1st Vice President David Catholdi, 2nd Vice President Steve Rotunno, and board members Chief James Kiernan, Chief Robert Noble, Chief Charles Dobson, and Chief Dominick Blasko. Together with law enforcement professionals and public safety partners from across the state, they participated in two days of briefings, discussions, and strategic updates focused on the evolving threat landscape.

This year's summit, held under the theme "Leveraging Technology Against Emerging Threats," featured a wide range of presentations addressing critical issues facing law enforcement today. Topics included intelligence updates on regional and national threats, the rapidly changing cyber environment, and the expanding role of artificial intelligence in policing. Sessions also explored countermeasures to unmanned aerial systems, highlighting both the risks posed by drones and the tools available to mitigate them.

The summit provided a valuable platform for knowledge sharing and interagency cooperation. Attendees gained insight into cutting-edge technologies and investigative strategies designed to enhance public safety and improve operational effectiveness. The event also reinforced the importance of proactive intelligence

gathering and information sharing among agencies.

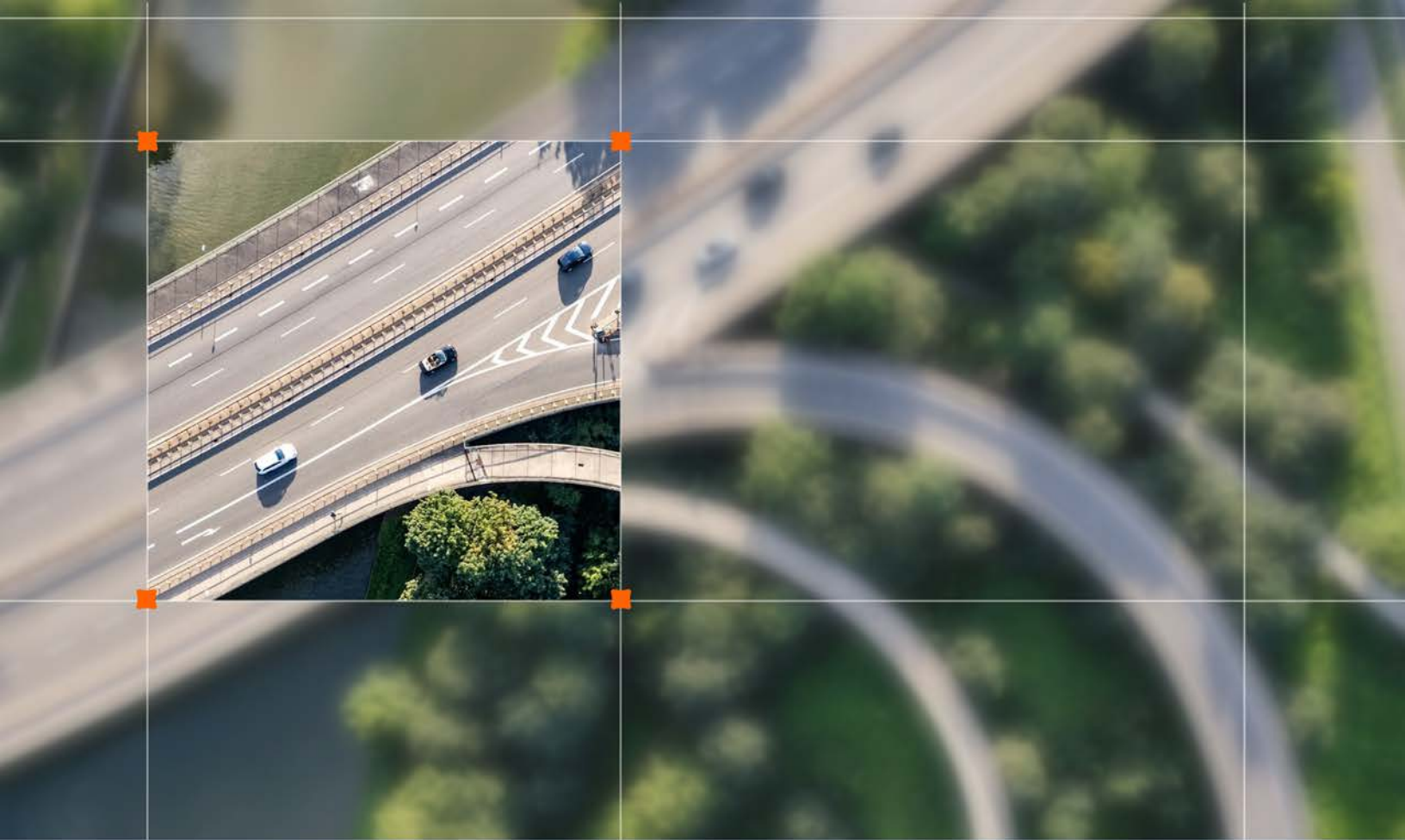
Special recognition is due to the New York State Police, along with the New York State Office of Homeland Security and Emergency Services and the New York State Intelligence Center, for organizing a comprehensive and forward-thinking program. Their continued leadership ensures that law enforcement agen-



NYSACOP President Paul Oliva was joined by 1st Vice President David Catholdi, 2nd Vice President Steve Rotunno, and board members Chief James Kiernan, Chief Robert Noble, Chief Charles Dobson, and Chief Dominick Blasko.

cies across New York remain prepared to meet emerging challenges with innovation and resilience.

As threats continue to evolve in complexity and scope, forums like the Intelligence Summit play a vital role in equipping law enforcement leaders with the tools and knowledge necessary to protect the communities they serve.



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# CENTRAL NEW YORK CHIEFS HOLD AWARDS DINNER

On Monday, April 13, 2026, the Central New York Association of Chiefs of Police held their annual recognition banquet at Drumlins Country Club in Syracuse, NY. There were 270 people in attendance, as awards were presented to fifty-five (55) recipients throughout the CNY region, who had been nominated by their respective agencies, and selected by the awards committee.



NYSACOP was well represented at the event, with NYSACOP President, Chief Paul Oliva, (Mt. Pleasant PD), Executive Director, Chief (ret) Patrick Phelan (Greece PD), NYSACOP 2<sup>nd</sup> Vice-President, Chief Steve Rotunno (Cicero PD) and NYSACOP Zone 7

Representative, Chief Michael Schreyer (Camillus PD) all being in attendance. NYSACOP Dep. Director, Chief (ret) Michael Lefancheck (Baldwinsville PD), served as the Master of Ceremonies for the evening.

President Oliva addressed the attendees and relayed NYSACOP's congratulations to all the award recipients. He focused his comments on the outstanding work that the men and women of the policing profession do on a daily basis to keep New Yorker's safe.

Congratulations to all of the award recipients and to the members of the CNYACOP for an outstanding evening!



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## Traffic Safety Committee

**By Kristina Daugherty**

*Principal Central Police Administrator, Monroe County Department of Public Safety*

### Uniting for Safer Streets: Monroe County's Community Traffic Safety Team Sets a New Standard for Collaborative Traffic Safety

Monroe County is advancing traffic safety efforts with the launch of its Community Traffic Safety Team (CTST), a first-in-New York initiative designed to reduce crashes, improve roadway safety, and strengthen coordination among agencies and residents. Monroe County launched the CTS in response to high crash and fatality rates, establishing a coordinated, data-driven approach to prevention.

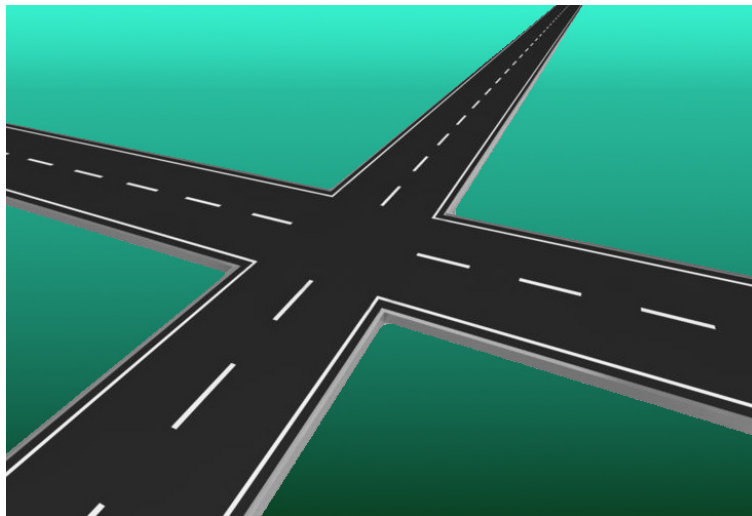
The CTST officially launched in October 2024, introduced during a press conference led by Monroe County Executive Adam Bello. The announcement followed the Governor's Traffic Safety Committee's designation of Monroe County as a high-risk area for traffic crashes and fatalities. In response, County Executive Bello unveiled the CTST; an initiative supported by the International Association of Chiefs of Police (IACP), and the NYS Association of Chiefs of Police (NYSACOP). CTST is designed to unite law enforcement, transportation professionals, and community members around a shared mission: creating safer streets for all who live, work, and travel in the county.

#### A Coordinated, Multi-Disciplinary Approach

Since its inception, the CTST has quickly become

a cornerstone of Monroe County's traffic safety strategy. CTST operates through a coordinated framework grounded in the Four E's of traffic safety: Education, Engineering, Evaluation, and Enforcement/Emergency Services.

This structure ensures that every traffic safety challenge is approached holistically. The team brings together traffic safety professionals and community advocates



in a collaborative, multi-disciplinary effort to address and prevent traffic-related issues. Members represent a broad network of local, state, federal agencies, nonprofit organizations, and faith-based groups. Additionally, there is representation from public-benefit entities such as transit providers, healthcare systems,

and community organizations. This diversity ensures that solutions reflect both technical expertise and lived community experience.

#### Community Input at the Center

A defining strength of the CTST is its commitment to public engagement, with more than 450 community submissions (by portal entries, emails, phone calls) identifying traffic safety concerns across Mon-

*Continued on Page 37*

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# Uniting for Safer Streets

Continued from Page 35

roe County. Each submission is reviewed and prioritized based on urgency, impact, and available resources which reinforces the County's commitment to transparency and responsiveness.

In 2026, Monroe County will expand this engagement through an interactive, public-facing Story Map. This tool will visualize community-identified concerns, highlight completed and ongoing projects, and demonstrate how resident input directly shapes action. The Story Map will highlight community-identified concerns, showcase project successes, and illustrate the power of coordination and collaboration among partners.

## From Immediate Fixes to Long-Term Improvements

The CTST recognizes that traffic safety challenges vary widely in complexity. Some concerns can be addressed quickly through signage adjustments or targeted enforcement. While others will require comprehensive traffic studies, engineering modifications, or sustained education campaigns. Regardless of scope, every submission is valued and contributes to a safer

transportation system.

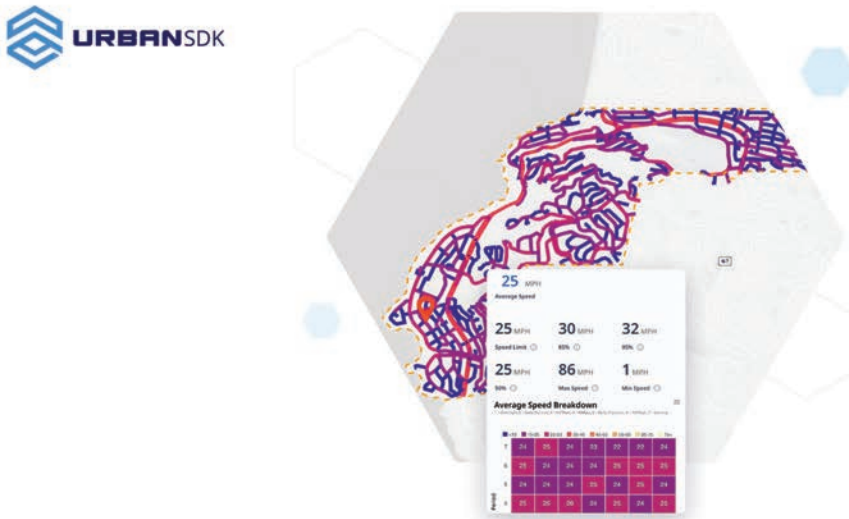
This balanced approach, combining immediate action with long-term planning, has strengthened public trust and accelerated progress across the county.

## A Model for Statewide Collaboration

As the CTST continues to grow, it is demonstrating what is possible when law enforcement, government agencies, and community members work together toward a shared goal. This initiative exemplifies how data, collaboration, and community voice can reshape traffic safety systems.

The CTST remains a vital component of Monroe County's traffic safety strategy, demonstrating that safer streets are achieved through partnership, innovation, and a shared commitment to protecting all who live, work, and travel in our community.

Monroe County's CTST is not only addressing today's traffic safety challenges, it is setting a new standard for collaborative, community-driven safety efforts across New York State. For more information on the program, please contact Kristina Daugherty, Principal Central Police Administrator, Monroe County Department of Public Safety at [kdaugherty@monroecounty.gov](mailto:kdaugherty@monroecounty.gov) or 585-753-3019.



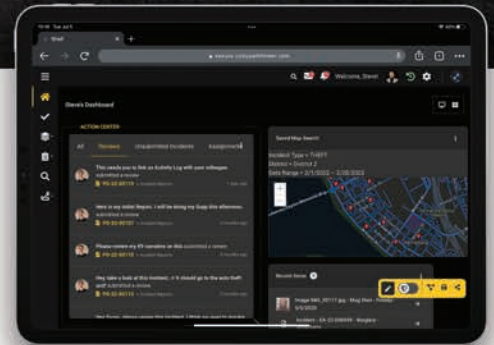
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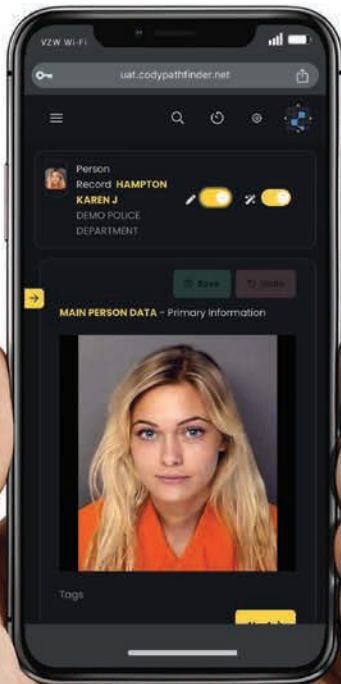
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# Controlling the Narrative

By Gordon Graham



**G**ordon Graham here! I hope all is good for you in the great state of New York. Thanks for all you are doing and for your kind comments about my work – I appreciate it so much. If I lived near you, I would give you each a gift of Girl Scout cookies to say thank you!

I don't know how things work in New York, but out here in SoCal, March is Girl Scout cookie "season." And when I visited our local grocery store (Ralph's – I have to wonder who came up with that name. Perhaps a fan of *The Honeymooners* from many decades past?) in March, I saw the Girl Scouts (and their moms) working at the fold-out tables, hawking their calorie-loaded cookies to the people who were brave enough to use that entrance to the store.

Having watched this annual event over the decades at Ralph's, I find it interesting how many people will see the Scouts and then use the other entrance to the store to avoid having to say no to these young ladies who are trying to raise money for their respective troop. Oddly enough, I actually enjoy listening to their pitch and ultimately buying something that Mrs. G and I do not really need.

Also, this annual sales effort brings my brain back to the 1950s when I was schlepping chocolate bars for my Catholic grade school in San Francisco, St. Michaels. Yes, things were much different then. I would take the San Francisco Municipal Railway (aka the Muni) down to Van Ness Avenue –which back then was "Auto Row" (long before mega-malls of car dealers) – and hawk my wares at the various car dealers along that famed street.

Even back then I liked looking at new cars and all the new features and technical advances, like power windows and the "Wonder Bar" – a large button you would push on the radio to seek an open channel. My favorite

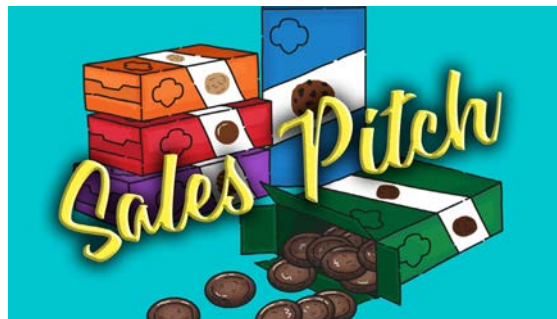
car then was the early versions of the Corvette – but I am digressing. I also thought that salesmen would buy these "world's finest chocolate bars" to perhaps give as gifts to potential clients at the dealership.

Very early on in my efforts to sell these bars, I walked into one dealership with no customers (exactly when or what dealership it was I have forgotten) and spied a group of salesmen. Carrying two large boxes of product, I said, "Would you like to buy a chocolate bar?" I had a big smile on my face and was sporting my school uniform, thinking that would seal the deal.

One of the men looked at me and said, "Hey kid, is that your best pitch?" And the other men joined in: "Come on, kid, you have got to do better than that to make a sale."

And thus the lessons started. Again this is way, way back in the late '50s. (Again digressing, but at one Cadillac dealership Johnny Unitas, famous footballer from decades past and the owner of the dealership, bought an entire box of chocolate bars from me – and gave me a tip!)

Over the weeks of selling these chocolate bars I learned quite a bit about how to sell, and these lessons were and are still valuable to me. A little later in life I was painting address numbers on curbs and selling newspaper subscriptions door to door and scooping ice cream at the original Swensen's at Union and Hyde. And in the '80s and '90s these lessons came in handy when I needed money beyond my CHP salary to support my family (Mrs. G was a full-time mom – perhaps the best investment I have ever made) – and started to pitch my lecture series to chiefs and sheriffs. And ultimately I also drew on my experience selling chocolate bars during the early days of Lexipol, when the employee roster consisted of me and Bruce Praet, and I was in charge of sales, human



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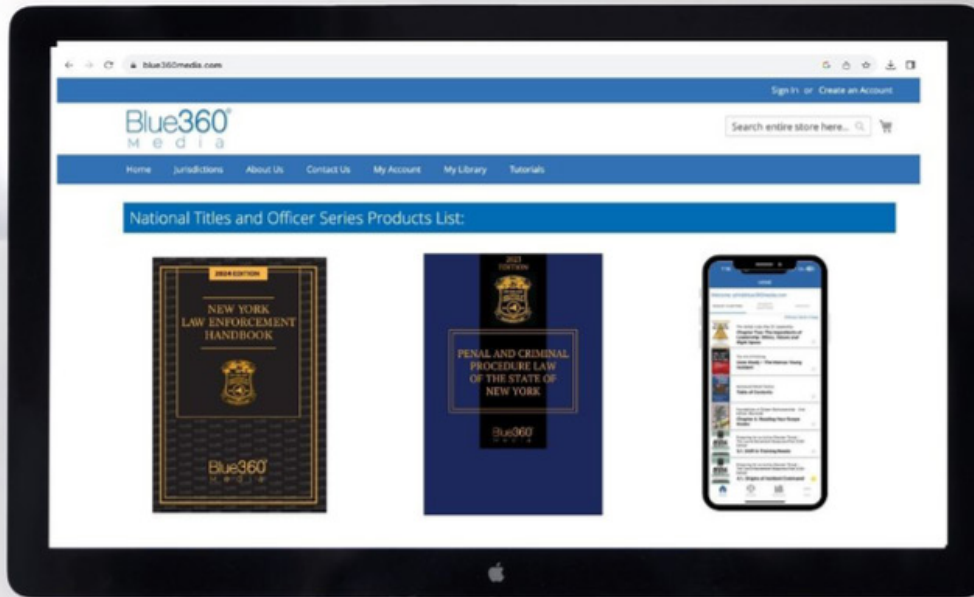
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# Controlling the Narrative

Continued from Page 39

resources, content management, writing daily training bulletins, and preparing paper manuals in binders for delivery to our few clients in California.

## But again I am digressing – so back to Ralphs and Girl Scout cookies.

When the young women asked if I wanted to buy some cookies I said, “Of course I would – but give me your best sales pitch first.” This caused the moms and the girls to laugh. I worked with them for 10 minutes on finetuning their message: “My name is Amy and I am in Girl Scout Troop 12 and we are selling these delicious cookies. Would you be kind enough to buy a box to support future women leaders in America?” I then told the moms how back in the '90s I would be with my daughter selling cookies at this same Ralph's. I would buy two or three half-gallons of milk and some small paper cups, and my daughter and her friends would open a few boxes of cookies. We would use these free samples of cookies and milk to entice buyers. In one season alone, my daughter sold over 2,000 boxes of cookies!

## But enough about this fun (for me) trip down memory lane.

Successful salespeople know how to read their audience and then control the narrative. Recently I was reading final projects submitted by my students in the elective course I teach at University of Virginia in the Master of Public Safety Program. This course (internally known as 6005) is entitled “Practical Applications of Risk Management in Public Safety Operations” and over the five years I have taught this class, many of my best students hail from your great state.

One of the two books that I use to guide these graduate students through the eight weeks is *Risk – A User's Guide*, written by General Stanley McChrystal and Anna Butrico. It is a brilliant book and I highly recommend it to everyone, but today I draw your attention to Chapter Four, “Narrative,” which is all about how to control the narrative. Whoever controls the narrative will have great sway in changing the way people think about a given issue.

You and each of you are salespeople for your police department. You have to “market” your department. And

part of how to do this is controlling the narrative. I am deliberately trying to avoid any reference to politics – that is a “third rail” and if you touch it you will pay the price – but the narrative about police and police agencies is now controlled by people who do not like police and for whatever nefarious reason want to see police agencies fail.

To counter this, we must put forth a consistent narrative about how seriously we take our mission (preservation of life – not just length of life but quality of life), and the key role of every job in the department, and “why we do what we do,” and how police and the community need to be aligned to achieve these goals. Our narrative must also address the lies people have been told about the numbers of use of force and use of deadly force and false arrest and the other misinformation that is spread by people who distrust cops.

Sadly, I am closing in on my word count, but I encourage you to read McChrystal's book and then take a long look at the narrative around policing in your community. Put together some strategies and tactics you can use to “sell” your department

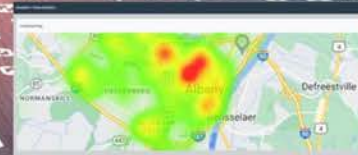
to your community, with the ultimate goal of having police recognized as truly part of the community. *Note:* As with any product, your “sales pitch” must be honest. If you look internally at your department and find issues that support an anti-law enforcement narrative, you need to fix those before you go out trying to “sell” your department's story to your community. The Girl Scouts don't sell millions of boxes of cookies every year simply because they have a good sales pitch. They sell because they have a good pitch *and* the product is excellent, albeit not exactly good for your waistline.

So, happy selling. And if you're reading this in June and you still have Girl Scout cookies left in your pantry, you have a lot more self-discipline than me and Mrs. G!

*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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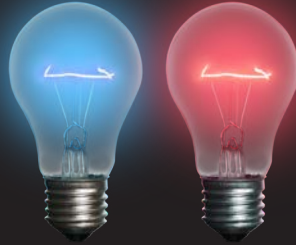


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