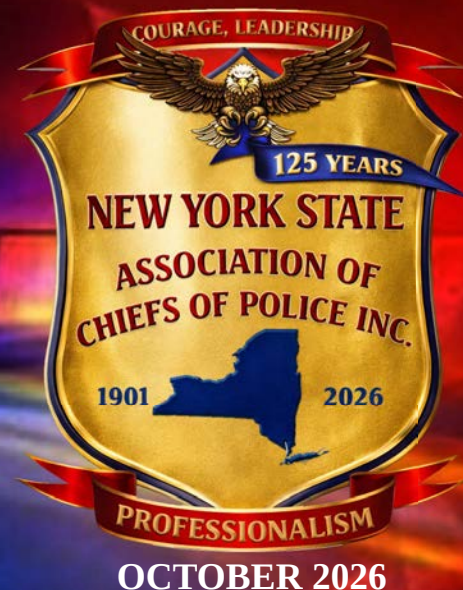


The Chief's Chronicle

NEW YORK STATE ASSOCIATION
OF CHIEFS OF POLICE, INC.



Police Accountability Must Account for the Realities of Policing

By James Gerace, for the Times Union, August 13, 2026

Changing use-of-force laws would simply scapegoat officers without addressing the underlying system failures

No officer begins a shift hoping to use force, and no policy debate should obscure the genuine tragedy when a life is lost. A recent Times Union article highlighted the profound grief of families when police encounters turn fatal and raised questions about officer accountability. But characterizing the rare prosecution of law enforcement as a lack of political “appetite” or a flaw in the law overlooks legal, biological and structural realities that the public deserves to understand.

**A POLICE OFFICER MUST MAKE A DECISION IN SECONDS,
THAT JUDGES AND LAWYERS WILL ARGUE OVER FOR YEARS.**



Continued on Page 12

What's Ahead

INTERSECTIONS:

**TRAFFIC SAFETY
COMMITTEE**

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

FACTORS IN LEADER
DEVELOPMENT:

Greg Veitch
Ret. Police Chief
EXPECTATIONS

GORDON GRAHAM:

**REMEMBER THE
PINNING**

**COUNSEL'S
CORNER**

Chief/Ret.
Michael Ranalli, Esq

SUPPORTING NEW YORK STATE'S LAW ENFORCEMENT LEADERS SINCE 1901



ANSWERING THE CALL IN NEW YORK STATE

NYBIRS without breaking a sweat. Automated discovery process.

NicheRMS365™ is the most configurable, capable and respected RMS in the world.



Start the conversation!
Chris.Bushell@NicheRMS.com
NicheRMS.com

NicheRMS365™ is honored to support the vital work of NYSACOP.





TABLE OF CONTENTS

1 COVER STORY

*By James Gerace, written for the Times Union
August 13, 2026*

5 PRESIDENT'S REPORT

By Chief David Catholdi, President

7 EXECUTIVE DIRECTOR'S REPORT

By Chief/Ret. Patrick Phelan, Executive Director

14 FACTORS IN LEADER DEVELOPMENT

Expectations

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

17 CHIEF'S CORNER

Moth to the Flame

By Chief Stuart K. Cameron, Old Westbury PD

25 COUNSEL'S CORNER

AI to Strengthen Learning

By Chief/Ret. Michael Ranalli, Esq.

33 REDUCING GUN VIOLENCE

By By: Dr. Matthew Miraglia and John McNelis

39 INTERSECTIONS TRAFFIC SAFETY COMMITTEE

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

43 KEEPING OFFICERS CONNECTED TO THE MISSION

By Gordon Graham

47 WHAT MADE YOUR WEEK?

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

51 BUILDING THE BASIC COURSE

By Mike Puckett

NEW YORK STATE ASSOCIATION OF CHIEFS OF POLICE, INC. Staff

Executive Director
PATRICK PHELAN
CHIEF (RET.) GREECE PD

Deputy Executive Director
MICHAEL LEFANCHECK
CHIEF (RET.) BALDWINVILLE PD

Treasurer
STEPHEN CONNER
MTA ASSISTANT CHIEF (RET.)

Art Director/Editor
DORIS BOVÉ ARESTA
dbaresta@nychiefs.org

Traffic Safety Services Coordinator
CHIEF (RET.) DANIEL DENZ
GTSC Liason **FRANK GALERIE**

Traffic Safety Outreach Liaison
ASST. CHIEF (RET.) WILLIAM GEORGES
CHIEF (RET.) MICHAEL N. GERACI

-Training Coordinator/DCJS Liaison
CHIEF (RET.) DAVID ZACK CHEEKTOWAGA PD

Board and Officers

President
CHIEF DAVID CATHOLDI
BRIGHTON PD

First Vice President
CHIEF STEVE ROTUNNO
CICERO PD

Second Vice President
CHIEF KENZIE SPAULDING
CORNING PD

Third Vice President
CHIEF BRIAN COONS
CHEEKTOWAGA PD

Immediate Past President
CHIEF PAUL OLIVA
MT. PLEASANT PD

Past President
CHIEF (RET.) SHAWN HEUBUSCH
BATAVIA PD

Sergeant at Arms
CHIEF (RET.) JOHN ARESTA
MALVERNE PD

Chaplain
CHIEF (RET.) TIMOTHY PARISI
ILION PD

Zone 1 Rep.
CHIEF JAMES KIERNAN
SOUTHAMPTON PD

Zone 6 Rep.
CHIEF DANIEL DEWOLF
TROY PD

Zone 2 Rep.
CHIEF BRIAN PALADINO
LYNBROOK PD

Zone 7 Rep.
CHIEF MICHAEL SCHREYER
CAMILLUS PD

Zone 3 Rep.
INSP. CHARLES PISANELLI
MTA PD

Zone 8 Rep.
CHIEF PATRICK J. GAREY
ENDICOTT PD

Zone 4 Rep.
CHIEF ROBERT NOBLE
YORKTOWN PD

Zone 9 Rep.
CHIEF ROBERT LONG
GATES PD

Zone 5 Rep.
CHIEF DOMINICK BLASKO
CRAWFORD PD

Zone 10 Rep.
VACANT

Zone 11 Rep.
CHIEF CHUCK DOBSON, LAKE PLACID PD

Special Advisor to the Board
DEPUTY COMMISSIONER RET. NYPD
ROBERT BARROWS

SUNY Rep.
CHIEF PAUL BURLINGAME

Special Advisor to the Board
CHIEF/RET. JOHN MUELLER
YONKERS PD

Tribal Police Liaison
CHIEF MATTHEW ROURKE
SAINT REGIS MOHAWK TRIBAL POLICE

Retired Member Rep.
CHIEF/RET. MICHAEL GERACI

Special Advisor to the Board
CHIEF OF STAFF RET. NYPD
OLEG CHERNYAVSKI

NYPD Rep.
INSPECTOR NYPD
KEN PEREZ

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

Copyright 2026—New York State Association of Chiefs of Police, Inc.
All rights reserved. No part of this publication may be reproduced in any form or by any means. No parts of this publication may be reproduced or transmitted without the express permission of the publisher, New York State Association of Chiefs of Police, Inc. The views and opinions in the articles herein are not to be taken as the official expressions of the publisher unless so stated. Publishers do not warrant the factual accuracy of the articles herein nor do they warrant any views or opinions offered by the authors of said articles. The New York State Association of Chiefs of Police, Inc. assumes no responsibility for the content and/or accuracy of submissions included herein. Submit your stories and ideas to APB@nychiefs.org.

SAVE THE DATE

THE 7TH ANNUAL NYSACOP - NYSSA LEADERSHIP CONFERENCE



**Click Here to
Sign-up**



11/12/26 — 11/13/26

**Hotel Brookmere & Arbor Spa
500 Union Ave
Saratoga Springs, NY 12866**



FROM THE PRESIDENT

President

Chief David Catholdi
Town of Brighton Police Department



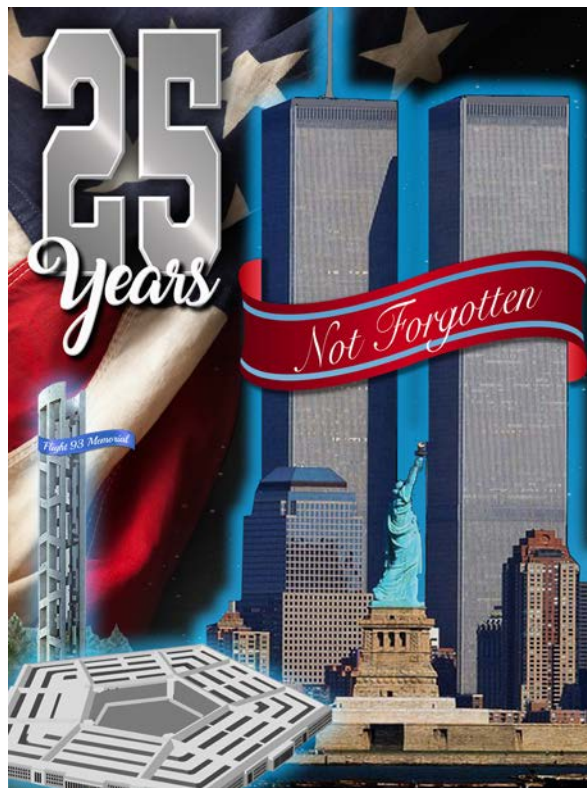
Reflecting on 25 years after September 11, 2001

In the aftermath of September 11th, much was made of missed opportunities—an inevitable part of evaluating any major event. One of the central lessons was the importance of interagency cooperation and the need to break down silos between federal, state, and local partners. Who knew what, when, and how that information was shared became critical questions. Today, we see the results of that shift: participation in Joint Terrorism Task Forces, collaboration with a U.S. Marshals violent crime task force, and stronger integration with our federal and state partners across the board.

Radio interoperability was an issue—could police speak with fire, EMS, or neighboring agencies in real time? We have certainly made progress, yet there remains work to be done. Law enforcement continues to serve as the nation's first line of defense in the homeland. The question we must ask ourselves is whether we are truly prepared for what may come next. Is your agency on the cutting edge of preparedness?

Consider the issues currently generating debate and division: immigration enforcement, criminal justice reform, the ongoing “catch and release” cycle, and rapid technological advancements such as the proliferation

of LPR systems. Support for law enforcement remains strong, yet so do the attacks on those very same institutions charged with protecting our communities. Every unfortunate outcome of a police–citizen interaction is second-guessed, often without context or understanding.



In the years immediately following September 11th, many of these debates would not have been given a second thought. It's time to return to common ground—focused on protecting our communities and ultimately our nation and way of life.

Finally, we must never forget those lost on that fateful day: the brave individuals who ran toward danger, fully aware of the gravity of the situation. We must continue to support those still suffering from 9/11-related cancers and illnesses, whose numbers now exceed the losses from that day.

We owe it to them and to all who came before us to remain vigilant, prepared, and united.

Fraternlly yours,
David Catholdi
President NYSACOP

*Lake Placid
Olympic Conference Center*

**NYSACOP 2027
TRAINING CONFERENCE**

Mark Your Calendar
MAY 24 - 27, 2027

2634 Main St, Lake Placid, NY 12946





FROM THE EXECUTIVE DIRECTOR

Chief/Ret. Patrick Phelan



Principles of Managing Technology Remain Remarkably Consistent

My Uncle Bill had a walking beat at the corner of Main Street and Goodman Street in Rochester, New York. He didn't have a portable radio. Instead, he used a callbox to contact the station and find out whether he needed to respond to any calls.

My father had a walking beat at Dewey Avenue and Stone Road in the Town of Greece. There was no call box there, so the sergeant would drop him off at the beginning of his shift and make sure he had a nickel to call the station once during the night from a payphone. Portable radios had been invented, but they were large, heavy, expensive, and not yet widely used in law enforcement.

One generation later, I had a portable radio and a patrol car equipped with a radio, mobile data terminal (MDT), and eventually a car-mounted camera. I was a trainer when we first put MDTs in our cars. It was a little box with maybe a five-inch screen, and at the time it was cutting-edge technology.

Technology changes quickly, and law enforcement technology changes constantly. But the fundamental principles of managing technology remain remarkably consistent:

Policy. Training. Auditing. Discipline.

The debate surrounding Automatic License Plate

Reader (ALPR) technology has reached an important point, but I believe those same principles provide a path forward.

Every significant advancement in law enforcement technology has created not only new capabilities, but also new opportunities for misuse. When MDTs were introduced, officers could suddenly run license plates from their patrol cars instead of calling a dispatcher. That was an enormous improvement in efficiency. But

access to that information was intended for legitimate law enforcement purposes, not personal ones. That required policy governing the technology, training on its appropriate use, auditing to identify potential misuse, and meaningful discipline when violations occurred. ALPR should be approached the same way.

ALPR has become a powerful investigative tool for law enforcement. It can help inves-

tigators identify vehicles associated with crimes, develop investigative leads, locate wanted persons or stolen vehicles, and reconstruct vehicle movements relevant to an investigation. But technology's power also creates opportunities for misuse. The answer is not to ignore those risks. The answer is to manage them.

Policy

The first step in implementing any powerful law enforcement tool is sound policy. We don't simply

Continued on Page 9





THE COORDINATORS ARE:

Patrick Phelan
pphelan@nychiefs.org



THE EXPECTED
DELIVERY DATE
WILL BE THE WEEK OF:



SHOP NOW!

Scan the QR code
or visit the link below
to access the store.



SAMPLE OF ITEMS AVAILABLE



[HTTPS://NYSACOP.ITEMORDER.COM/SHOP/HOME/](https://nysaocop.itemorder.com/shop/home/)

WICKEDSMARTAPPAREL.COM | 518.459.2855
orders@wickedsmartapparel.com

Executive Director

Continued from Page 7

hand an officer a firearm without rules governing its use. Agencies establish extensive policies defining when and how that tool may be used and what happens when those rules are violated. ALPR should be no different.

Agencies should have comprehensive, clearly written policies governing appropriate and prohibited uses of ALPR systems. Those policies should address who may access the system, permissible search purposes, documentation requirements, information sharing, supervisory responsibilities, auditing, and consequences for misuse. There should be as little ambiguity as reasonably possible about what constitutes appropriate use.

Training

Policy means little if personnel don't understand it.

Training should cover more than simply how to operate the ALPR system. Officers, investigators, supervisors, and others with access should understand the agency's policy, the legitimate purposes for which the system may be used, and the types of searches or activities that are prohibited. Personnel should understand not only

what they can do with the technology, but what they may do under agency policy and applicable law.

Auditing

Auditing is one of the most effective management tools available to a police executive. When I was with the Greece Police Department, we audited just about everything. We audited the property room. We audited domestic incident reports. We audited inventories of issued equipment. The concept is rela-

tively simple.

Want to conduct a spot audit of your property room? Pull ten property custody reports and go into the property room to make sure the property is actually there

Continued on Page 10



Keep Your NYSACOP Profile Up-To-Date:



Make sure that your contact information including e-mail, address and phone numbers are current. This database is the source for providing you with all our publications, information and other important resources.

You can retrieve your username or reset your password from our website at nychiefs.org

Executive Director

Continued from Page 9

and stored where it is supposed to be. Then reverse the process: select ten pieces of property and make sure each one has the appropriate documentation. Document your findings and repeat the process periodically. You now have a basic auditing system. ALPR should be treated similarly.

Agencies should conduct regular random audits of ALPR activity supplemented by more comprehensive periodic reviews. Supervisors should examine searches to determine whether they were conducted for legitimate purposes and in accordance with policy. Many ALPR systems also maintain audit logs or other administrative records that can make this process considerably easier.

Auditing serves two important purposes. It can uncover misuse when it occurs, and knowing searches are subject to review can deter inappropriate use before it happens.

Discipline and Accountability

ALPR is a powerful tool, and intentional misuse of it should be taken seriously. Investigate violations promptly, and apply discipline consistently and in proportion to the seriousness of the conduct. In cases involving deliberate or serious abuse, significant discipline—including termination when warranted—should be available.

Accountability matters not only internally but publicly. Cases involving misuse may receive considerable attention, and critics of ALPR may point to those cases as evidence of the technology's risks. But an agency's response to misconduct matters, too.

The public should be able to see that law enforcement agencies establish clear rules, monitor compliance, investigate suspected violations, and hold personnel accountable when those rules are deliberately violated. That is how institutions show that safeguards are meaningful, not merely words on paper.

The Path Forward

The technology has changed dramatically since my

uncle stood his post at Main and Goodman and my father carried a nickel so he could call the station from a payphone. The responsibility of police leadership has not. Every generation of law enforcement leaders has been required to introduce new tools while establishing appropriate controls over their use. ALPR is simply the latest example.

If agencies misuse this technology or fail to control it properly, public trust will suffer. But if law enforcement leaders establish strong policies, provide meaningful training, conduct regular audits, and hold personnel accountable for misuse, they can demonstrate that powerful technology and responsible policing are not mutually exclusive. The technology may be new. The principles for managing it are not new: **Policy. Training. Auditing and Discipline.**



Police memorial at the New York State fair on August 31st, 2026. President Dave Catholdi spoke and 1st Vice President Steve Rotunno was master of ceremonies.

WHAT DIDN'T GET PATROLLED LAST NIGHT?

You know where your officers responded.

Patrolfinder shows you where they've
been — and where they haven't.

Identify coverage gaps across New York communities.
Improve officer awareness. Put real-time patrol intelligence
in the hands of officers and supervisors.

**KNOW YOUR COVERAGE.
PATROL SMARTER.**



 getpatrolfinder@patrolfinder.com

 800-373-3609

 patrolfinder.com

**See Patrolfinder
in action**
Request a Demo



Police Accountability and the Realities of Policing

By James Gerace



Continued from Page 1

To be clear: This is not a defense of intentional officer malfeasance. Experienced police leaders know the difference between deliberate misconduct and high-stress human error. I have spent my career advocating for a progressive, evidence-based approach to mental health crises. My department, the Colonie Police Department, has been recognized across the region and nation for leading this shift.

Yet the public must consider the physiological and cognitive realities of split-second decision-making. Under severe stress, human cognition changes dramatically, imposing biological limits on processing speed and perception that no amount of classroom instruction can eliminate.

When agency or tactical errors occur, civil courts exist to provide accountability. But converting split-second decisions under acute threat into criminal culpability is wrong.

Under the unanimous U.S. Supreme Court decision in *Graham v. Connor* (1989), force must be evaluated from the perspective of a reasonable officer on the scene, not with 20/20 hindsight. Even as the court's unanimous ruling in 2025's *Barnes v. Felix* reaffirmed the need to examine the broader timeline of an encounter, it explicitly rejected using hindsight to construct an endless series of counterfactuals ("could have, would have, should have") to judge survival decisions.

cation standards, laid out in Penal Law Article 35, and inserting vague statutory phrases like "force as a last resort," "minimum force necessary," "officer-created jeopardy" or "proportionality" would



not make communities safer. These subjective standards invite endless second-guessing. Worse, they strip officers of the fundamental ability to predict the lawfulness of their own conduct under extreme stress. This uncertainty risks introducing deadly hesitation into decisions where hesitation itself can be fatal for officers and the public alike.

Nor should we ignore our collapsed mental health infrastructure. As noted in the Times Union's own reporting, mental health advocates routinely point to the broken "revolving door" of hospital emergency rooms that release individuals in crisis within hours. Mobile crisis teams regularly request police co-response due to the volatility of these calls. This is a clear measure of how intertwined safety and clinical care have become.

Dismantling New York state's long-held justifi-

Continued on Page 13

COVER STORY

Continued from Page 12

Shifting legal standards does not fix this crisis. It merely casts frontline personnel as villains while ignoring underlying system failures.

When society or prosecutors punish police officers for systemic breakdowns, it creates the illusion that a problem has been solved while burying the very organizational vulnerabilities that guarantee the next tragedy will happen.

To address those vulnerabilities, the Colonie Police Department has partnered with the state Office of Mental Health to route appropriate crisis calls directly to clinical resources at the 988 Lifeline. We are connecting individuals to counselors before police are ever dispatched. Furthermore, our specialized Vulnerable Populations Team coordinates directly with county mental health staff, nonprofit care providers and emergency medical services to address root causes for those who repeatedly turn to crisis services.

When officers must respond, they are supported by evidence-based scenario training, human performance science and command-level policies on strategic disengagement. These policies explicitly authorize and instruct our teams on how to safely withdraw from volatile encounters when there is no underlying crime or imminent threat to public safety.

True reform requires fixing our broken mental health infrastructure, using civil courts where appropriate, and investing in scenario-based training grounded in human performance science.

The rarity of criminal prosecutions is not a failure of accountability; it's the reality of officers acting in compliance with the law and their training under life-threatening stress. Our collective efforts should focus on resolving crises before an officer is ever dispatched, while equipping officers with training that respects human biological limits instead of criminalizing those tasked with navigating those limits in split-second survival decisions.



*Next Level Private is so proud to be a Silver Partner
supporting the
New York State Association of Chiefs of Police and
all of its members*

To learn more about us:

<https://nxtprivate.com>

500 Mamaroneck Avenue, Suite 501
Harrison, New York 10528
914.431.5256

Barry P. Mitchell Jr., CRPC®, CRPS®, CAP®
Founder and Managing Director
barrymitchell@nxtprivate.com
garyraniolo@nxtprivate.com

Next Level Private is a registered investment advisor.

Gary J. Raniolo, II
Senior Financial Advocate

Factors in Leader Development: Expectations

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



Much is expected of a leader. A short list of leadership expectations might include, setting the example, building relationships, caring for and developing others, providing a vision for the future, holding subordinates accountable, establishing policies, setting department goals and so on...

Executive training sessions often include a section on managing expectations. This typically means managing what is expected of subordinates. In leadership, there is also the concern of expectations placed upon the leader, either by outside forces (politicians, subordinates, community members, etc.) as well as the expectations the leader places on him or herself.

The late Ralph Marston, an American football player, has been quoted as saying, "Don't lower your expectations to meet your performance. Raise your level of performance to meet your expectations. Expect the best of yourself, and then do what is necessary to make it a reality."

This is good advice. Who could argue with the premise as stated by Mr. Marston? Certainly, expecting more of yourself and your organization can have a positive effect on individual and organizational performance. By setting expectations high enough, often enough, you and your team will strive to meet them and sometimes, even surpass them.

Many, if not most, leaders would agree that high expectations are a positive force for good in an organization and a leader. But like many things in life and leadership, two things can be true at the same time. High expectations are a force for good, but they can also be a negative presence in our lives that we often do not even notice.

Expectations are a powerful presence in life. Many

people struggle their entire lives to meet the expectations placed upon them by parents and teachers during childhood. Leaders frequently start their leadership journey trying to meet all expectations, all the time. Unmet expectations are a frequent path to burnout and possible self-destructive behavior in leaders. Especially if those expectations were unrealistic to begin with.

The pressure is always on a leader to meet expectations. The pressure comes from within, or from others. As noted above, striving to meet high expectations can produce high levels of performance, but what happens to the individual leader that meets all expectations? The answer is, they have more expectations piled upon them, and pretty soon they have too many of them.



Leaders are often taught to recognize and address this phenomenon in their organizations. It is often the best officers who are tasked with ever more work. When an officer does a good job on one thing,

they are tasked with another. The more successful they are at those jobs, the more jobs they are assigned. This is compounded by their own internal expectations to strive for excellent performance by volunteering and seeking out more responsibilities.

Soon enough they are not only making the most high-quality arrests on the shift, they are doing some administrative duties, transporting prisoners, being sent to training, working on a department project, instructing at the academy, etc... Again, this is not always a bad thing and hard work is a quality we should look for in future leaders, but as leaders, we know that that high performing officers need balance. The shift and department need a balanced workload.

It may be easier for leaders to assign additional tasks to our best workers since we know the job will get

Continued on Page 15

Expectations

Continued from Page 14

done properly and we do not need to keep checking up on them. But experienced leaders also know this can lead to burnout and other negative consequences in the long run.

All expectations create friction and pressure in life. That pressure must be released somehow. Not always, but often enough, the pressure to meet expectations leads to self-destructive behavior in leaders trying to relieve the pressure.

How many times have we seen high level political, religious, or business leaders, athletes and actors have a spectacular public failure or scandal? A deep dive into the causes of these failures often reveals an individual trying to meet impossible expectations. The pressure to meet those expectations, real or imagined, builds until it explodes in a catastrophic failure.

Sadly, leaders can usually see this in others, but not themselves. For example, a police chief may have an internal expectation that they should be the hardest worker in the department. That internal drive to meet a self-imposed expectation is not necessarily a bad thing, especially not early on in their leadership journey. In fact, it has served the chief well in bringing him or her to the highest position in the department. On that basis alone, the chief may justify their internal drive to meet their own expectations, which is not necessarily a bad thing.

However, upon closer inspection, we might find that our hypothetical chief needs to release the pressure to meet their own expectations somewhere, somehow. Over the years the chief may have chosen the job over family much too often. They may have relieved the pressure through other addictive or inappropriate behaviors that were never really a problem, until they are. They may have secretly taken shortcuts. They may have manipulated people and situations to their

own personal short-term benefit. None of these things may have resulted in a disastrous public scandal for the chief (yet), but the question needs to be asked, is this how true leaders behave?

Since leaders are often unaware of the pressure that too many or unrealistic expectations have on them, there are a few habits that can help relieve the pressure of unmet expectations for a leader before the pressure builds too much.

Develop a core group of trusted advisors. The value of having a few people in your life and at work who can truly give honest feedback to you as a leader cannot be understated. When leaders have a spectacular failure, it often comes as a dramatic surprise to many. Unfortunately, it is also true that those closest to the leader probably knew it was coming at some point. It is those people who know the leader best, who are in a position to help the leader recognize the building pressure, even if the leader cannot. And it should go without saying that it is important to listen to and accept the feedback

Continued on Page 16



Expectations

Continued from Page 15

from your trusted group of advisors before it is too late.

Delegate more. Of course, some tasks cannot be delegated, but no leader should assume that because some tasks cannot be assigned to someone else, that all tasks cannot be assigned elsewhere. This is not always easy for leaders who expect perfection of themselves and their subordinates. Many leaders take pride in being the department's "go-to" person. Delegating as much as possible won't change your status from the "go-to" person to the "never-go-to" person. There always is and always will be enough police work to be spread around.

Learn to say no without guilt. You do not need to instruct every topic for the department and the local academy. You do not need to sit on every single committee. You do not need to attend every fundraiser in the community. You do not need to... It is not possible to meet all expectations, all of the time, including your own. There will always be more expectations for you to meet so saying no to some will help relieve the con-

stant pressure a leader is always under.

Give yourself grace. Leaders must understand that there will always be expectations put upon them that they will never be able to meet. You cannot outwork unrealistic or too many expectations. What you can do, if you are not careful, is sacrifice what is important to you in an attempt to do so. So, leaders must give themselves permission to take a personal retreat every now and again to take the pressure off trying to meet every expectation. To get back to the things that they once loved. To go back to the things that ground them in life, so that they can use the positive side of working to meet expectations in a healthy way.

Mr. Marston is not wrong. Expectations can be a positive force for good for individuals and organizations. It is also true that there is a downside to expectations in leadership as well. The pressure to meet the expectations of others, as well as the expectations we hold for ourselves, can lead to some pretty negative consequences if we are not careful. Effective leaders will recognize the often-hidden dark side of expectations and take steps to avoid falling victim to their own pursuit of trying to meet never ending expectations.

THE PARTNER BUILT FOR ONE THING AND ONE THING ONLY: **YOUR MISSION**

Improve officer safety, reduce agency risk, and strengthen organizational performance.

Partner with us to find the right solutions—for you.



*Independent. Trusted. Serving law
enforcement since 1970.*



NATIONAL POLICING INSTITUTE
Pursuing Excellence Through Science and Innovation

Moth to the Flame

By Chief Stuart K. Cameron- Old Westbury PD



How Emergency Lights Can Attract the Very Crashes They Are Meant to Prevent

Police officers know the feeling all too well. They need to stop on a busy high-speed roadway. It could be to remove debris; to handle a motor vehicle accident or a disabled motorist; or it could be to stop a car for a traffic violation. Whatever the reason, the feeling is the same. After the patrol car has been properly positioned and the emergency lights are activated, the officer hopes that passing motorists will see the lights in time and pass by the scene safely. Sadly, far too often they don't, hitting police cars or officers out on foot with catastrophic results.

Every year across the United States crashes involving vehicles striking stopped police cars, fire apparatus, ambulances and tow trucks have become a troubling and persistent issue. Many of these crashes occur on highways or busy major roadways, and far too often, officers or other first responders who are outside their vehicles on foot are seriously injured or killed.

To reduce incidents of emergency vehicles being struck, many states have enacted move over laws that require passing vehicles to move over or slow down to avoid these types of incidents. These laws have helped improve awareness, but compliance is inconsistent. Some drivers fail to notice emergency scenes until it is too late to act. Other drivers become confused by the sudden visual environment created by multiple

emergency vehicles with bright flashing lights ahead of them in the roadway.

Understanding how drivers perceive emergency lighting is a critical safety issue to effectively reduce these types of crashes.



Most first responders are familiar with the terms secondary crash or secondary collision. Secondary crashes occur when the disruption caused by a primary incident causes a second incident to occur. Secondary crashes can occur for a variety of reasons including a disruption in traffic flow, abrupt change of speeds or rubbernecking. They can occur in both the same direction of travel as the primary incident or in the opposite direction. All too often these secondary crashes involve a parked emergency vehicle or a first

responder being struck.

Secondary crashes are not anomalies; they occur frequently. Police officers, other first responders and tow truck operators are very vulnerable at scenes because they must work within inches of moving traffic, often at night or in other low-visibility conditions.

Historically, police departments believed the best way to protect their officers was simple, equip their patrol cars with emergency lighting that is brighter, faster

Continued on Page 18

Moth to the Flame

Continued from Page 17

and more attention generating. Research indicates that this may not be the case.

Emergency vehicle lighting has evolved significantly over the last several decades. As depicted in the Adam-12 series, many older police vehicles were equipped with simple flashing lights. Other police cars had rotating beacons on their roofs. For their place in time these lights were relatively bright and predictable in their motion and timing. The old rotating beacon lights created a sweeping beam of light that was visible for long distances.

This type of lighting began to be replaced or augmented as strobe lights became available. Strobe lighting offered departments the opportunity to add more lighting to their patrol cars.

Now strobe lights have largely been replaced with LED technology. LED lighting systems are much brighter than previous emergency vehicle lighting and far more customizable. The small physical size of some LED lights has also enabled departments to add more lights in a variety of locations on their vehicles. Today patrol vehicles can have light bars, grille lights, mirror lights, rear deck lights, push-bar lights, and perimeter lighting, all capable of producing multiple flash patterns in a variety of colors.

Modern LED lights offer many advantages, increased brightness, lower power consumption, greater reliability, unique and flexible mounting options and extensive programmable flash patterns and colors.

Modern emergency vehicle lighting control heads are now often integrated with the vehicle's body control module or vehicle network, allowing lighting behavior

Continued on Page 20

SOURCEPASS

Securing & Maintaining Your IT Infrastructure

SPECIALIZING IN

CYBERSECURITY

MANAGED SERVICES

BUSINESS CONTINUITY

IT CONSULTING

CLOUD SOLUTIONS

PROFESSIONAL SERVICES

Following

**CJIS Compliance for
Law Enforcement**

**NYS Comptrollers
IT Best Practices**

 www.sourcepass.com

 877-678-8080

 lguerin@sourcepass.com



When lives are on the line, get Skydio in the air.



Improve response times: Eyes on scene in under two minutes.

Protect your officers: Establish real-time situational awareness on any call for service.

Increase apprehension rates: Prepare officers with real-time aerial intelligence.

Safeguard your officers and your community with a Skydio DFR program.

Melanie Donaldson
Public Safety Account Manager
781-608-2662
melanie.donaldson@skydio.com

Learn why over 1,000 agencies partner with Skydio.
skydio.com/DFR



Proudly designed, assembled,
and supported in the USA

Moth to the Flame

Continued from Page 18

to change automatically based on vehicle conditions. For example, the warning lights may switch to a different flash pattern when the transmission is placed in Park, or when the parking brake is applied, vehicle speed changes, or doors are opened or closed.

For those that subscribe to the theory that more is better, the flexibility offered by LED lighting may create situations that can be confusing or even overwhelming for approaching drivers who suddenly face a chaotic amount of bright flashing lights, which is compounded when multiple emergency vehicles are at the same scene.

A police car stopped on the roadway shoulder at night may display multiple light sources flashing at different intervals, in alternating directions, and at varying intensities. For sober and alert drivers, these lights may simply appear as a clear warning signal to slow down or move over. However, for fatigued, distracted, or impaired drivers, this visual stimulus can produce a

much different effect.

Some traffic safety researchers who have studied emergency scene safety have observed a phenomenon sometimes referred to as “target fixation” or colloquially known as the moth-to-flame effect. Drivers, especially those who are impaired or fatigued, may become fixated and unintentionally steer toward bright or chaotic visual stimuli.

Anyone who has driven for long periods at night has experienced the difficulty of maintaining focus when tired. The brain’s ability to process complex visual information declines with fatigue. Alcohol and certain drugs can produce similar results.

When suddenly confronted with rapidly flashing lights from multiple sources, a fatigued driver may experience momentary confusion or fixation. Instead of steering away from the emergency vehicle, the driver may unconsciously drift toward it.

While this effect clearly does not account for every

Continued on Page 21



**THE NEW ELSAG®
STREET SENTRY**

LPR for City and Suburban Streets

The ELSAG Street Sentry is an economical, solar-powered LPR system that allows police to create LPR safety nets in their communities by finding suspect vehicles faster. It reads plates 24/7, even in extreme hot and cold temperatures. Trust the LPR experts with over 20 years of experience.

 Made in the USA leonardocompany-us.com

 **LEONARDO**

Moth to the Flame

Continued from Page 20

crash into a stopped patrol car, it has been observed frequently enough that traffic safety experts have begun to examine the role that emergency lighting patterns may play in driver behavior.

An emerging concept in emergency scene safety is that slower, more deliberate lighting patterns may be more effective in preventing secondary collisions than extremely fast and chaotic patterns. Rather than having multiple asynchronous flash patterns competing for attention, a well-coordinated lighting approach may provide clearer directional cues to drivers and result in enhanced scene safety.



Several police agencies are now using lighting programs that emphasize slower flash rates, directional arrow patterns, sequential lighting that helps to guide drivers away from scenes and reduced use of forward-facing white lights at night.

These patterns are still very effective at capturing attention, but they do so in a manner that may be easier for drivers to interpret and are less likely to result in fixation.

Highway road crews often use these types of lighting patterns on their vehicles with good results. Large arrow boards provide clear directional guidance without overwhelming approaching drivers with random flash patterns. The goal is not simply to be

Continued on Page 22

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%.



SUPPORTING OFFICERS IN HIGH-STRESS ENVIRONMENTS WITH THE POWERHEART G5

- Rugged, patrol-ready design
- Intellisense™ CPR (ICPR) feedback for accurate depth and rate
- Automatic self-testing (Rescue Ready®)
- Configurable dual-language prompts

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.



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).

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.

HOW ZOLL AEDs SUPPORT OFFICERS IN HIGH-STRESS ENVIRONMENTS



ZOLL AED 3

Performing CPR on a victim is a high stress event for the officers involved. ZOLL AEDs are designed for frontline public safety use, with features that support officers during the rescue such as:

- Real CPR Help® that provides real-time audio and visual CPR feedback.
- Clear prompts such as "Push Harder" and "Good Compressions" that guide CPR compressions and improve performance.
- Simple electrode placement that reduces hesitation and error.
- Rugged, patrol-ready designs with long-life batteries to ensure readiness.

For more information on how to implement an AED program, purchase AED's via the HIRE Contract, and the nuances of the AED devices themselves, please feel free to reach out to Bob Glover at rglover@zoll.com and 402-980-8693.

Moth to the Flame

Continued from Page 21

visible to motorists; it is to communicate a message, slow down and move over in an identified direction.

Another issue that is receiving attention is the intensity of modern LED lighting. LED technology has allowed emergency lighting manufacturers to produce extremely bright emergency lights, far beyond previous types of lights. During the daylight, this brightness can be beneficial in offsetting bright sunlight, helping patrol vehicles to stand out in heavy traffic. At night, however, this excessive brightness can create unintended issues.

Nighttime drivers approaching scenes with excessively bright LED lights may experience temporary glare or visual discomfort, particularly when forward-facing white lights are in use. In some cases, this glare can make it difficult for drivers to judge distance

or lane position. Exposure to bright lights can result in reduced night vision long after motorists have passed the scene, especially for older drivers who already have diminished night vision capacity.

Police officers themselves are not immune to these effects. Every officer who has been outside a patrol car at night with a full LED light package operating has at one time or another been affected by the glare and brightness of the lights. The resulting reduction in night vision can be a tactical disadvantage, as well as a traffic safety issue. Many agencies that have recognized this issue have adopted nighttime lighting programs that reduce the intensity of vehicle lights once patrol cars are parked at a scene. Some common strategies include disabling forward-facing white lights, reducing the flash intensity at night and limiting the number of active light sources once the scene is established. These adjustments can maintain visibility while reducing glare for both officers and motorists.

Continued on Page 23



HEALTHCARE NAVIGATION
FOR LAW ENFORCEMENT

FASTER RECOVERY.
STRONGER DEPARTMENTS.
LOWER OVERTIME.



Return to Duty Up to 30% Faster with Ready Rebound*

24/7 Access

24/7 injury hotline for
members

Top-Tier Care

Access to 3,000+
providers across the U.S.

Ongoing Support

Appointment
scheduling services



*"With Ready Rebound, I never
felt alone during my recovery.
Anytime I wasn't sure what to
do next, they were right there
to guide me."*

Andrew Klinger, Police Officer
Austin Police, TX

**Scan Here
to Visit Our
Website**



*ECG Consultants, 2025 Survey

hello@readyrebound.com

Moth to the Flame

Continued from Page 22

Smart lighting and vehicle integration are among the most promising developments to emerge in emergency vehicle technology. With the integration of the lighting controller with vehicle inputs, lighting patterns can be triggered automatically. This integration allows agencies to design lighting strategies that adapt to real-world conditions.

For example, when the driver's door is opened, the lighting controller can automatically dim or disable lights on the driver's side of the vehicle. This prevents officers from being blinded by their own emergency lighting as they exit the patrol car, while making them more visible to approaching traffic. The passenger-side lighting can remain active, maintaining overall visibility for motorists.

When the vehicle is placed into park, the lighting controller can automatically shift from a response pattern to a stationary warning pattern. This pattern may emphasize rear lighting and directional signals rather than forward-facing lights. Some systems can automatically reduce lighting intensity during nighttime hours while maintaining full brightness during the day.

Vehicles parked on the shoulder can activate a scene mode that emphasizes rear arrow patterns and slower flash sequences designed to guide traffic away from the vehicle. These technologies allow agencies to move away from a "one pattern fits all" approach and instead use lighting strategies tailored to specific operational conditions.

Modern lighting controllers can now communicate among patrol cars to coordinate similar lighting patterns when numerous patrol cars are at the same scene.

Lighting is only one component of roadside safety, but it is an important one. Police officers often work within feet of high-speed traffic. A simple traffic stop can become dangerous in seconds if an approaching driver fails to slow down. Improving lighting strategies should be viewed as part of a broader effort to enhance roadside safety.

Emergency vehicle lighting has come a long way

since the days of rotating beacons. Modern LED systems offer capabilities that earlier generations of officers could only imagine. But with greater capability comes the responsibility to use that technology wisely.

The goal of emergency lighting should not simply be to create the brightest or most dramatic display. The goal is to communicate clearly with approaching drivers and to protect the officers and responders working on the roadway. Research and experience increasingly suggest that simplicity, clarity, and controlled brightness may offer advantages over chaotic, high-intensity lighting patterns, particularly at night. At the same time, smart lighting systems integrated with vehicle controls offer exciting opportunities to enhance safety through automation and situational awareness.

By combining thoughtful policy, officer training, and modern technology, law enforcement agencies can continue improving the safety of roadside operations.

Every officer who steps out of a patrol car onto a dark highway shoulder deserves the best protection that can be provided. Lighting may seem like a small detail in the broader scope of policing, but in the critical moments when traffic is approaching at highway speed, the right lighting strategy may make all the difference.

Keep Your NYSACOP Profile Up-To-Date:

Make sure that your contact information



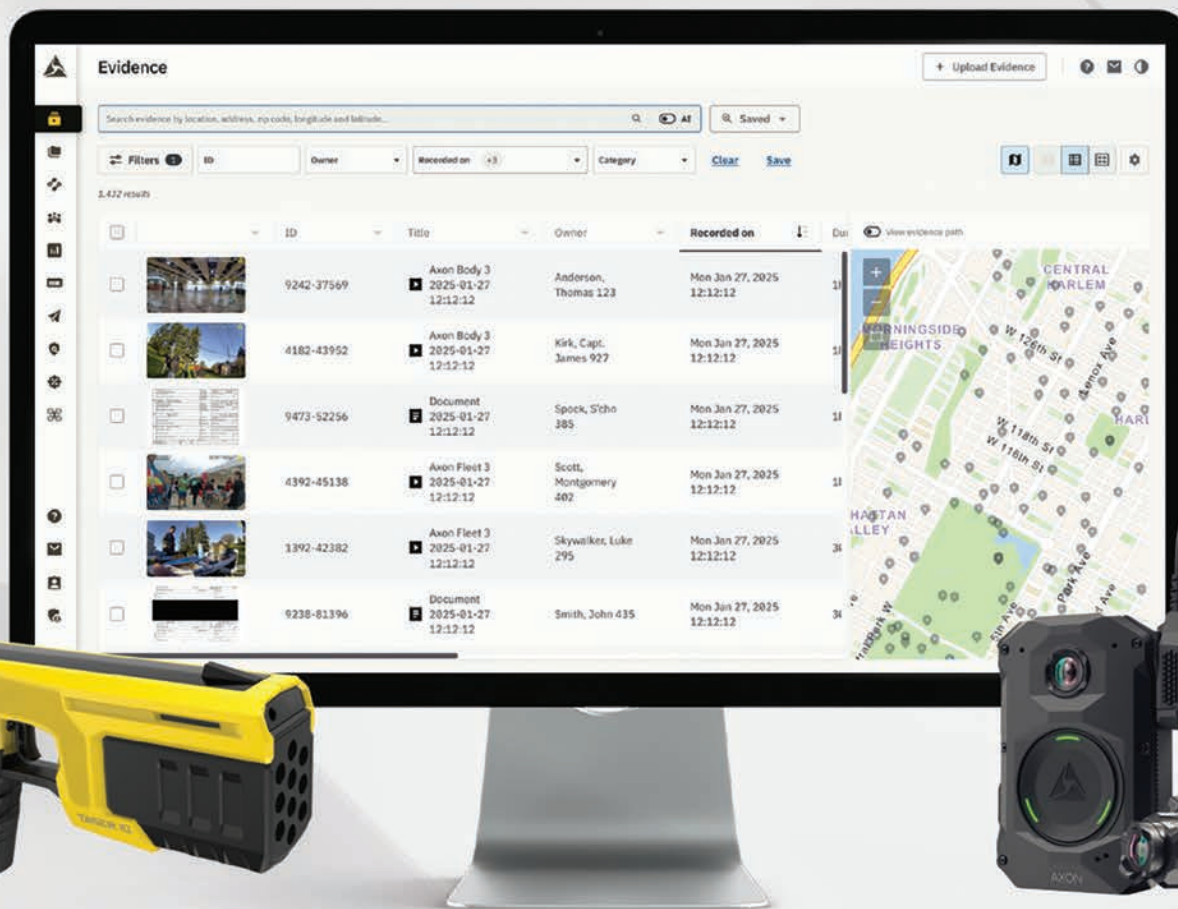
including e-mail, address and phone numbers are current.

This database is the source for providing you with all our

publications, information and other important resources.

You can retrieve your username or reset your password from our website at

nychiefs.org



Connect to Protect

The Axon Ecosystem is a network of connected hardware, software and training options designed to keep your officers safe.

axon.com

COUNSEL'S CORNER

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



Policing and Plato's Cave: Using AI to Strengthen Learning, Not Replace It

In prior articles, I have addressed issues related to the use of artificial intelligence in public safety. My articles addressed tangible topics such as leadership and ethics, policy and legal implications, and risk management. But the more I learn about AI and absorb all the ubiquitous information about it and its impacts, I cannot help but wonder how the proliferation of AI will impact us as human beings.

Since I was feeling philosophical, I thought it would be fitting to tap into the writings of the prominent philosopher, Plato. Plato frequently used allegories to transform abstract philosophical questions into vivid stories that required his audience to think, interpret, and search for deeper truth.

One of those, written more than 2,000 years ago, seems as if it were written for us today.

In [Book VII of The Republic](#), Plato asks us to imagine a group of prisoners chained inside a cave since childhood. They can look only at a wall. Behind them is a fire, and people carry objects that cast shadows on the wall. The prisoners have never seen the objects, the fire, or the outside world. To them, the shadows are reality.

Eventually, one prisoner is released. Turning toward the fire is painful, and the light outside initially blinds him. Eventually, he sees his former world was only a

collection of shadows. When he returns to tell the others, they do not welcome the news. They prefer the “reality” they already know.

Plato could not have imagined social media, generative artificial intelligence, or a police officer receiving an automated recommendation from a facial recognition system. But he understood the underlying human problem:

It's easy to mistake a representation of reality for reality itself. It's also easy to become so comfortable with those representations that we resist the effort required to examine what produced them.

That brings us to an observation attributed to entrepreneur Mark Cuban. In a 2026 post and later during a [public discussion about AI](#), Cuban said there are generally two types of people who use large language models:

1. Those who use AI to learn everything.
2. Those who use AI so they don't have to learn anything.

For law enforcement, that distinction is not merely philosophical. AI is being used in law enforcement in both authorized and unauthorized manners. While generative AI and other types of AI-assisted specialized functions and platforms are proliferating rapidly, law

Continued on Page 27





Are You Getting the Most Out of Your Daily Shift Briefings?

Introducing Roll Call Training from Lexipol

Short, scenario-based videos and guided discussion materials that turn daily briefings into valuable training moments.



With a Roll Call Training subscription, your agency can:

- Give supervisors ready-to-lead training, with new content added weekly
- Reinforce critical guidance through team discussion
- Bring more consistency to training at the start of every shift
- Reduce time spent researching topics and building training materials



Trusted Tools, Insights, & Support

POLICY | TRAINING | REPORTS | WELLNESS | GRANTS

Using AI to Strengthen Learning

Continued from Page 25

enforcement and society still have time to determine our own intellectual destiny. We must ask the question: Do we want to use AI as our reality — the shadows — so we don't have to learn anything? Or do we want to use AI to unchain our infinite ability to learn more about our own reality? The former is easy. The latter is more difficult but can and will be infinitely more rewarding.

A Wall Filled With New Shadows

In a May 2026 Washington Post [opinion piece](#) (pay-wall), Kathleen Parker described a digital world populated by AI-generated material, bots, manufactured social media accounts, and advertising disguised as authentic opinion. Her concern was the growing difficulty of knowing what is real, who created what we see, and why it was placed in front of us.

The people carrying objects in front of the fire may now be algorithms selecting what keeps us engaged, marketers manufacturing popularity, bots creating the illusion of consensus, or people clipping a few seconds from a longer encounter. Increasingly, the shadow may be produced by AI.

Law enforcement has dealt with incomplete representations for a long time. A witness sees only one part of an event. A camera records only what appears within its frame. A radio transmission compresses a complicated encounter into a few hurried words. A social media clip may begin after the conduct that prompted an officer's response and end before the outcome is known.

AI adds another layer with all the functions that AI-based or assisted platforms can provide. Why write a report yourself when an AI tool can do it for you? Why spend time researching and creating lesson plans when GenAI can do it for you?

The problem begins when a summary or an unverified interpretation becomes a substitute for the source. The shadow is no longer recognized as a shadow — it is interpreted as the object itself.

I can attest that AI has tremendous value. I am astounded by the doors of knowledge this technology has opened to me. In Mark Cuban's terms, I am using it to learn everything I can, and it has reinvigorated me. But at the same time, I realize how easy it would be for officers to become overreliant on AI summaries and interpretations. Generative AI can easily lure us into thinking we understand everything we need to about a subject. We must push back against this and cultivate officers with the curiosity and skill to use AI to its full potential.

Using AI as the means to "learn everything" opens the door to questions you never knew to ask. Using AI so you don't have to learn anything will leave those questions forever unasked and unanswered.

Is Convenience Creating Our "Chains"?

A [2025 review](#) published in Brain Sciences examined research involving excessive screen time, digital addiction, doomscrolling, fragmented attention, and the consumption of low-quality online content, particularly among adolescents and young adults.

Continued on Page 28

Visit www.nychiefs.org
for the latest on NYSACOP:

- News
- Bulletins
- Events
- Podcasts
- Resources



Using AI to Strengthen Learning

Continued from Page 27

The literature associates excessive consumption of fragmented and emotionally stimulating digital content with cognitive overload, mental fatigue, disrupted attention, memory difficulties, and psychological distress. The review also discusses how digital platforms reward continued engagement and accustom users to rapid, emotionally satisfying content.

The study did not examine police officers. Still, the underlying concern deserves attention in a profession where people already work under stress, fatigue, interruption, and information overload.

Officers' social media feeds may include reels depicting attacks on police and controversial uses of force — designed and curated to provoke anger or fear. Repetition may shape expectations and create the impression that rare but dramatic events are common simply because the algorithm keeps displaying them. [Availability bias](#) occurs when people draw conclusions and opinions on the information most available to them. This is a real concern since frequency and repetition often win out over accurate information that is not as prominent. The impact of availability bias is multiplied by the effect of social media algorithms, which pay attention to a user's preferred interests and continue serving up similar content in an effort to get more engagement.

Watching short videos does not make an officer incapable of sound judgment. But habits of attention matter. If we become accustomed to receiving complicated subjects in short, emotionally charged packages, it becomes harder to work through ambiguity. Reading the complete case, reviewing the entire recording, or examining contrary information requires effort.

AI can reduce that effort, which is both its appeal and its risk.

“A Human Checked It” Is Not Enough

Most discussions about responsible AI use eventually arrive at the same reassuring phrase: Keep a human in the loop. It sounds responsible. By itself, though, it means very little.

A human can be present without exercising independent judgment. If that person lacks the knowledge

to evaluate an AI recommendation, routinely accepts it, or no longer remembers how to perform the underlying task, review becomes ceremonial. Reading an AI answer and agreeing with it is not verification.

A [2026 study](#) published in Scientific Reports helps illustrate the problem. Researchers asked 295 participants to classify 80 faces as real or AI-generated. Each participant received guidance supposedly produced either by a human or by AI. The guidance was correct only half of the time.

The results were not a simple story of people unquestioningly trusting machines. Participants generally followed correct guidance more often than incorrect guidance, and the AI group was not significantly less accurate than the group receiving human guidance. That is encouraging.

Other findings should give us pause. Participants who reported always using the guidance were less accurate than those who used it selectively or not at all. Among those receiving AI guidance, more positive attitudes toward AI were associated with a reduced ability to distinguish real faces from synthetic ones.

This was a controlled, low-stakes task, not police decision-making. Even so, it shows AI support depends partly on the person receiving it and how that person uses it.

That is why a [policy requiring human review](#) is hopelessly inadequate unless the agency defines what the human must know and do. Meaningful oversight requires a person who understands the task, knows the system's limitations, can independently evaluate the important facts, has enough time to do so, and possesses the authority to reject the output.

A person cannot meaningfully check an answer they are not qualified to evaluate. If no one in the process can detect the error, it is the “human in the loop” who will later be asked why the machine was trusted. And “the AI did it” will not be a valid defense.

When the Tool Begins to Replace the User

This issue is particularly important when AI performs work that also develops, or should develop, professional competence.

Continued on Page 30

Draft One



A **force multiplier**
for your agency

With Draft One, generate report narratives from body-worn video in seconds

Draft One leverages generative AI and body-worn camera audio to produce high-quality draft report narratives. Thoughtful safeguards require officers to review and sign-off on each report, ensuring accuracy while saving valuable hours each shift.

“I’m absolutely stunned by the quality of the reports. It’s the most exciting piece of technology I’ve seen in years.”

– Sgt. Bob Younger, Fort Collins PD

LEARN MORE AT [AXON.COM/DRAFTONE](https://axon.com/draftone)



Using AI to Strengthen Learning

Continued from Page 28

Report writing is an obvious example. It requires an officer to organize observations, identify gaps, distinguish facts from assumptions, and explain the actions taken. AI may help improve a report, but if it performs too much of that work, the officer can receive a polished narrative without engaging in the thinking that should precede it. Cautionary examples can be found almost daily now.

In July 2026, Alcorn State University history professor Jason Gibson said 32 of 35 students across two summer classes [submitted midterm responses](#) containing nonsensical references to Madagascar. Gibson had planted a hidden instruction in the assignment prompt that would be captured if the entire prompt were copied into an AI system. One of the resulting grades was later changed on appeal because of a display issue, and the university has not publicly audited the incident. Even with those qualifications, the episode offers a striking warning. The fact that the students used AI was not the most troubling part. Instead, it was that so many apparently submitted its words without reading, questioning, or understanding them.

The same concern applies to supervisors who review an AI-generated body-camera summary instead of the recording, trainers who accept an AI-generated legal lesson without reading the case and investigators who treat an [algorithmic facial identification](#) as a conclusion rather than an investigative lead.

Skill loss can happen quietly and quickly. The system works often enough that checking it begins to feel unnecessary. The user moves from active decision-maker to passive monitor. When the technology finally makes a serious mistake, the person assigned to catch it may no longer have the knowl-

edge, attention, or confidence needed to intervene.

This is not a new problem. Aviation and other high-risk fields have studied automation bias and the loss of situational awareness for decades. AI increases the concern because a large language model predicts a plausible response from patterns. It does not experience the event, understand the consequences of its answer, or bear responsibility for what happens next. Yet it can produce language that sounds reasoned, confident, and complete. A wrong answer can look every bit as professional as a correct one.

Continued on Page 31

Panasonic
CONNECT

TOUGHBOOK



**HOW ONE OFFICER
CAN SEE 17 BLOCKS
ALL AT ONCE**

27
HOURS OF
WORK
TOUGHBOOK

**MORE THAN TOUGH
DEVICES**
HARDWARE > SOLUTIONS > SERVICES

Learn more about how TOUGHBOOK® rugged mobile solutions support law enforcement.
[1.888.245.6344](tel:18882456344) | TOUGHBOOK.com | TOUGHBOOK@us.panasonic.com

©2024 Panasonic Connect North American. All rights reserved.
All other trademarks, service marks and company names are the property of the respective owners.

Using AI to Strengthen Learning

Continued from Page 30

Using AI to Leave the Cave

The answer is not to ban AI or frighten officers away from it. That approach would sacrifice AI's considerable benefits and probably fail anyway. Cuban's first category of user offers the better path.

An officer can use AI to elaborate on an unfamiliar concept and then follow the explanation to the source. A supervisor can ask it to identify weaknesses or generate alternative explanations. A trainer can use it to develop scenarios and anticipate questions. An investigator can use it to organize information while preserving the distinction between a lead and evidence.

Used this way, AI does not eliminate thought. It provokes more of it.

The difference can be found in the questions the user asks. The passive user asks, "What is the answer?" The active learner asks, "Why might this be the answer? What evidence supports it? What information is missing? What

would make it wrong? Where can I verify it?"

Before relying on AI output in any consequential law enforcement task, the user should be able to answer several questions:

1. Do I understand the issue well enough to recognize a questionable answer?
2. Can I identify and examine the primary sources or underlying evidence?
3. Have I considered facts or explanations that contradict the output?
4. Can I explain, in my own words, why I accepted or rejected the recommendation?
5. Am I prepared to take responsibility for the decision without blaming the tool?

These questions impose useful friction. Efficiency matters, but friction is not always negative — even if it adds time to the task. In high-consequence work, the effort required to verify, explain, and defend a decision is part of the safety system.

Continued on Page 32

LIMITED TIME OFFER: NO COST RMS!

For decades, Black Creek has been a trusted provider of reliable jail software and security solutions. Now, we're extending our proven expertise to support law enforcement agencies at no cost with our new records management system, Citadel:

- **Seamless data sharing** for enhanced collaboration and decision-making
- **Unmatched customer service**, putting your agency's needs first, every time
- **Experienced professionals** who understand the unique challenges faced by law enforcement personnel

We know what officers need, and we deliver the tools and support that make a difference.



CITADEL
RECORDS MANAGEMENT SYSTEM

205-306-2927
blackcreekisc.com
mbruce@blackcreekisc.com



Using AI to Strengthen Learning

Continued from Page 31

We Should Want Officers Who Keep Learning

Plato's allegory contains a discouraging ending. The prisoner who escapes returns to help the others, but they resist him. They are comfortable with the shadows and suspicious of anyone who challenges their perceptions.

Law enforcement leaders should work toward a different ending.

We should want officers who are willing to turn around, question what they are being shown, and follow the first prisoner out of the cave. That requires more than an annual warning about AI hallucinations or a policy directing employees to verify AI output. Agencies must create a culture in which curiosity is expected, primary sources are accessible, and people are given the time and training necessary to understand the tools they use.

Supervisors should ask officers how they reached their conclusions, not merely verify whether the final product looks acceptable. Trainers should use AI to cre-

ate learning opportunities, not replace the learning process. Policies should distinguish between AI assistance and the surrender of professional judgment. Agencies must preserve foundational skills because officers cannot supervise processes they no longer understand.

AI did not create Plato's cave. Human beings have always mistaken appearances for reality and preferred convenient explanations to difficult truths. AI does, however, allow us to [create more shadows](#), make them more convincing, and deliver them directly to every officer's hand.

It can also help us ask better questions, find information faster, and understand subjects that once seemed beyond our reach. The same tool can deepen the cave or help us find the way out.

The goal should not be officers who can produce the fastest answer. It should be officers who understand why an answer may be right, know what could make it wrong, and remain willing to do the work necessary to tell the difference. AI should help us develop more knowledgeable officers, not merely more efficient ones.



RED FLAG RPO SOLUTION
Gun Violence Prevention Tool

From Application to Archiving,
the Only A-Z Solution that:

- Streamlines all phases of the Risk Protection Order process
- Complies with all legislative and court requirements
- Creates secure and universally shareable files via the cloud
- Unifies all staff involved with RPOs
- Provides automated reminders and notifications

954-361-6152 info@CLPSconsultants.com CLPSconsultants.com

CLPS
PREPARE // PREVENT // PROTECT

Reducing Gun Violence and Extreme Risk Protection Orders

By: Dr. Matthew Miraglia and John McNelis

Reducing Gun Violence

Protecting communities from gun violence is not an easy task. According to FBI data (2024), 85% of all murders in the United States were committed with firearms. Handguns accounted for the majority of these, with rifles and shotguns making up a small fraction. This pattern has been consistent for decades, with firearms used in roughly 65–80% of U.S. murders since tracking began. We live in a free and open society; therefore, gun violence is difficult (and likely impossible) to eliminate. However, there are strategies that can effectively reduce violence by removing guns from individuals that are at high risk. The passage of red flag laws, referred to as Extreme Risk Protection Orders (ERPO) in New York, are actively on the books in 21 states. The aim of red flag laws is to prevent suicides, domestic violence, mass shootings, and other forms of imminent harm resulting from the use of firearms. As Americans, we cherish our Constitutional rights, including our Second Amendment right to bear arms. Red flag laws could be considered controversial by individuals that do not understand the law in its full context. Historically, public policies centered on civil liberties have always been strongly debated in the United States. Benjamin Franklin once famously said, “An ounce of prevention is worth a pound of cure.” Law enforcement leaders prefer and strive for prevention as it relates to gun violence. It is clearly the responsibility of police executives nationwide to put forth every reasonable effort to protect the public. But at what cost? Another founding father, Thomas Jefferson famously said, “Those who can give up essential liberty to obtain a little temporary safety, deserve neither liberty nor safety.” Simply stated, we

must be cautious to not sacrifice fundamental liberties for short-term security. As police leaders, you must find ways to preserve liberties while reducing violence. We believe ERPOs are essential and can significantly reduce gun violence in our communities.

On August 24, 2019, New York’s “red flag law” was enacted to address gun violence by creating a civil process for removing firearms from people who may pose a threat, even if they are not currently charged with a crime. Many different people can petition for an ERPO, including police officers or law enforcement agencies, district attorneys, family or household members, school administrators, and licensed healthcare professionals. However, most ERPO petitions are done by police officers, sheriff deputies, and state troopers, therefore requiring each respective law enforcement agency to be equipped with practical and modern tools to assist them with the ERPO process.



How the Process Works

Ex Parte Temporary ERPO. A petition can be filed without the respondent present. If the court finds probable cause that the person is likely to engage in conduct causing serious harm, a temporary ERPO is issued immediately.

Surrender of Firearms. The respondent must surrender all firearms, rifles, and shotguns to law enforcement or a designated party within 24–48 hours.

Carry Permit Suspension. The ERPO also suspends the respondent’s concealed carry permit immediately.

Continued on Page 35

We've got your back.



PERMA is the trusted source to more than 600 public entities across New York State – **including over 100 police departments** – for strategic Workers' Compensation coverage plans and comprehensive workplace safety and risk management solutions. Our goal is to help our members maintain a safe and healthy workplace in order to reduce claims and limit costs.

PERMA offers add-value programs and grant opportunities specific to law enforcement:

- **Bulletproof Vest Grant:** PERMA subsidizes half the cost of new body armor and outer carriers for departments that apply.
- **Lexipol Grant:** PERMA and Lexipol offer reduced pricing for subscriptions to policies and manuals.
- **207(c) Education & Referrals:** PERMA offers resources on General Municipal Law section 207(c) and can refer members to experts for further guidance.
- **In-House Expert:** Former police chief Pete Frisoni is on staff to consult with PERMA member agencies.

Learn more about PERMA membership:

Visit: perma.org/police | Email: solutions@perma.org

Public Employer Risk Management Association, Inc.

PERMA & NYSACOP: Partners Since 2020

"Our partnership with PERMA has allowed us to bring opportunities to our members. The services and solutions offered by PERMA allow our members to better serve their employees which in turn allows them to better serve their communities."

Patrick Phelan,
NYSACOP Executive Director

PERMA
Your Source for Solutions

Reducing Gun Violence

Continued from Page 33

Hearing. A full hearing is held within 3–6 business days to determine if a final ERPO should be granted. The respondent can then present their case.

Duration. A final ERPO can last up to one year, unless renewed or challenged.

An ERPO requires the surrender of firearms, prohibits additional firearm purchases while the order is in effect, suspends carry permits for the order's duration, and requires a formal process to restore firearm and carry privileges.

Executive Order 18

In 2022, just 4 years after New York's ERPO law was enacted, a mass shooting at Tops Grocery Store in Buffalo, NY, prompted Governor Kathy Hochul to issue Executive Order 18 entitled, "Preventing and Responding to Domestic Terrorism." In accordance with EO 18, every New York State (NYS) county and the City of New York ("Jurisdictions") must develop

and maintain a domestic terrorism prevention plan to identify and confront threats of domestic terrorism. The State expects that the creation of Threat Assessment and Management (TAM) teams will be a critical pillar of Jurisdictions Plans (HSES, 2022). Threat Assessment and Management Teams should incorporate an adequate ERPO process to reduce gun violence and prevent future attacks. Removing firearms from would-be bad actors will most certainly reduce gun violence.

The FBI (DOJ), in conjunction with ALERRT, released a report in June of 2025, Active Shooter Incidents in the United States, 2024. The report highlights a 50% reduction in active shooter incidents from 2023 to 2024, as defined by the FBI. It also reflects a 57% decrease in casualties during the same time period. While this is encouraging, it should be noted that studies published by the FBI from the time periods encompassing 2015-2019 and 2020-2024 documented a 70% increase in active shooter incidents. There is a lot of work to be done.

The report further states, "numerous factors can influence whether an active shooter incident occurs,

Continued on Page 36

TIPS®

Structured Professional Case Management For Threat Assessment Teams



ROZIN

SECURITY | TECHNOLOGY | EDUCATION



Reducing Gun Violence

Continued from Page 35

including prevention efforts, preparedness, behavioral threat assessment, and improved communication and engagement among law enforcement, families, and communities.”

Executive Law Enforcement Leadership and Prevention

As LE Executive Leaders, the importance of prevention cannot be understated. To that end, one of the most important tools at our disposal is the Red Flag Law Protection Order, also known in New York as an Extreme Risk Protection Order (ERPO). As mentioned, the ERPO is sometimes viewed with suspicion, as an assault on Second Amendment rights. However, an ERPO done properly can be an effective means to reduce gun violence and targeted attacks. The process allows a “cooling off” period for individuals that may be displaying concerning behaviors and pose a risk to themselves and others.

While the ERPO process is effective, it can also be cumbersome to complete, and requires unique sets of mandatory supporting documentation, follow-up procedures, notifications, hearing dates, and expiration dates. Law enforcement agencies have been left to their own devices to manage these documents and the overall process. This is traditionally where mistakes can occur that can have devastating consequences leading to significant liability exposure.

Utilizing ERPO Management Software

One potential solution is an ERPO management software offered by CLPS. The software was designed by law enforcement, for law enforcement, specifically for Risk Protection Orders (RPO). The Red Flag RPO Solution is an easy-to-use records management software

that allows for the documentation and management of RPOs from application to archive. It provides a link to the Unified Court System application, which ensures that the application is up to date by UCS standards. The application is downloaded into the file, with any supporting documentation, and includes petitioner and respondent pedigree information. It provides a checklist of required service documentation and dates. The software incorporates notification of the creation of a shareable RPO application packet to a customizable team, which may include Investigators, County

Attorneys, County Clerks, Court Clerks, and Justices. It also provides notification reminders of hearing and expiration dates. The software includes tabs for the completion of mandatory “judicial considerations” and background investigations.

The purpose of the software is simple. It provides a repository for RPO documentation in one shareable location. This allows for the efficient management of

RPOs, including supporting documentation, legal considerations, background investigations, numerous hearing dates, and expiration dates. The goal is that nobody falls through the cracks, which is one of the founding principles of behavioral threat assessment and management. Collaterally, we are ensuring the safety of the public we serve, enhancing our agency’s professionalism and credibility, while reducing agency liability and exposure. To learn how you can bring this software to your agency or department, contact: John McNelis, Director of Risk Management/Undersheriff (Retired) Steuben County, NY. at john.mcnelis@clpsconsultants.com

Dr. Matthew Miraglia is a researcher, nationally recognized security expert, and software entrepreneur. He is President and CEO at Crisis Leadership Preparedness Solutions (CLPS), a Threat Management Software as a Service Consulting firm. Dr. Miraglia has helped community leaders, law enforcement, and

Continued on Page 37

Reducing Gun Violence

Continued from Page 36

top-level managers implement threat management and security programs at thousands of organizations. Prior to starting his SaaS company, he spent 10 years as a member of the full-time faculty at Mercy University in New York, where he was an Assistant Professor of Business Administration and Director of the Homeland Security Program. Dr. Miraglia has over 30 years of combined academic, military, and law enforcement experience. He is a former U.S. Marine and retired Detective from the Scarsdale Police Department. He holds a B.S. in Criminal Justice, M.S. in Organizational Leadership, and M.B.A. in Management, from Mercy University, a Post-Master's Certificate in National Security, from the University of New Haven, and Doctor of Education in Executive Leadership, from St. John Fisher University. Dr. Miraglia is married, has three children, and resides in Miami, FL.

John McNelis has over 35 years of law enforcement experience. He recently retired as the Undersheriff for the Steuben County Sheriff's Office, a position he

held for over 8 years. His previous law enforcement experience included a 22-year career with the New York State Police, where he spent the last 11 years as an Investigator in the Bureau of Criminal Investigation (BCI). Mr. McNelis also spent over 2 years in the NYSP Protective Services Detail, conducting risk assessments and providing personal protection to the NYS Governor and other dignitaries. Mr. McNelis is a founding member of the Steuben County Behavioral Threat Assessment and Management (BTAM) Team. He is also an original member and current President of the NYS Sheriff's Association Committee on Policing and Safeguarding Schools (C-PASS), as well as a federal DHS National Threat Evaluation and Reporting (NTER) Program Master Trainer. Mr. McNelis has co-taught the DHS NTER platform across New York State with members of the NYS Domestic Terrorism Prevention Unit (DTPU). While at the Sheriff's Office, he supervised approximately 20 School Resource Officers and regularly collaborated with the 13 school districts within Steuben County on matters involving school safety and risk assessment. Mr. McNelis also served on his local school board for nearly 10 years, including 4 years as board President.



The advertisement features a blue and red background with a blurred image of a police car. On the left is the New York State Association of Chiefs of Police (NYSACOP) 125th anniversary logo, which includes the text "COURAGE, LEADERSHIP", "125 YEARS", "NEW YORK STATE ASSOCIATION OF CHIEFS OF POLICE INC.", "1901", "2026", and "PROFESSIONALISM". To the right of the logo, the text "Join NYSACOP on Facebook" is displayed in large, bold, yellow letters. Below this text is a large black and white QR code.



Power Up Your Forces Without Adding Officers

A true force multiplier—solve more crime, improve lives, and strengthen community trust. Empower your agency with tools for actionable evidence, rapid response, and seamless collaboration. No extra staffing needed.



License Plate Readers

Infrastructure-free LPR that works 24/7 to capture license plates and vehicle details



Video Cameras

Improve safety with live and recorded video for enhanced situational awareness and case clearance



Audio Detection

Get alerts from sensors that hear what cameras can't: cries for help, gunfire, or other threats.



Mobile Security Trailer

Deploy cameras where fixed infrastructure can't reach—ideal for events, lots, or remote areas



FlockOS

Seamlessly integrate first and third-party data across video, audio, and LPR to deliver real-time intelligence



Flock DFR

Automated DFR (drone-as-first-responder) system providing faster, more efficient responses to enhance safety

INTERSECTIONS

Traffic Safety Committee

By William P. Georges, Asst. Chief (ret.)

Albany PD Chairman, NYSACOP Traffic Safety Committee

Updates From the NYSACOP Traffic Safety Committee

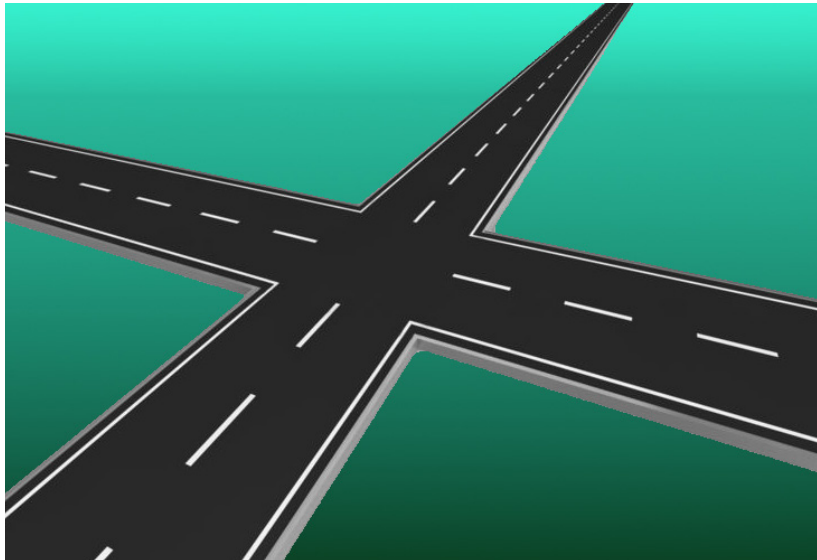
I hope you had a great summer! We were so pleased to have guest authors for the last two Intersections articles, one on micromobility and the other on Monroe County's Community Traffic Safety Team. I hope you enjoyed them and thank you to our guest authors!

We continue to serve our members and promote traffic safety throughout the State. The committee, working in concert with the NYSACOP Traffic Safety Team, the Governors Traffic Safety Committee (GTSC) and other traffic safety organizations works to provide information, resources and assistance to all our members, their agencies and allied organizations.

On a staffing note, Dan Denz recently retired from his position as NYSACOP Traffic Safety Services Coordinator and I am pleased to announce that Chief (ret.) Shawn Heubusch, Batavia PD has been appointed to that position so if you would like assistance/information regarding your agency's traffic safety matters, please do not hesitate to contact Shawn at

sheubusch@nychiefs.org.

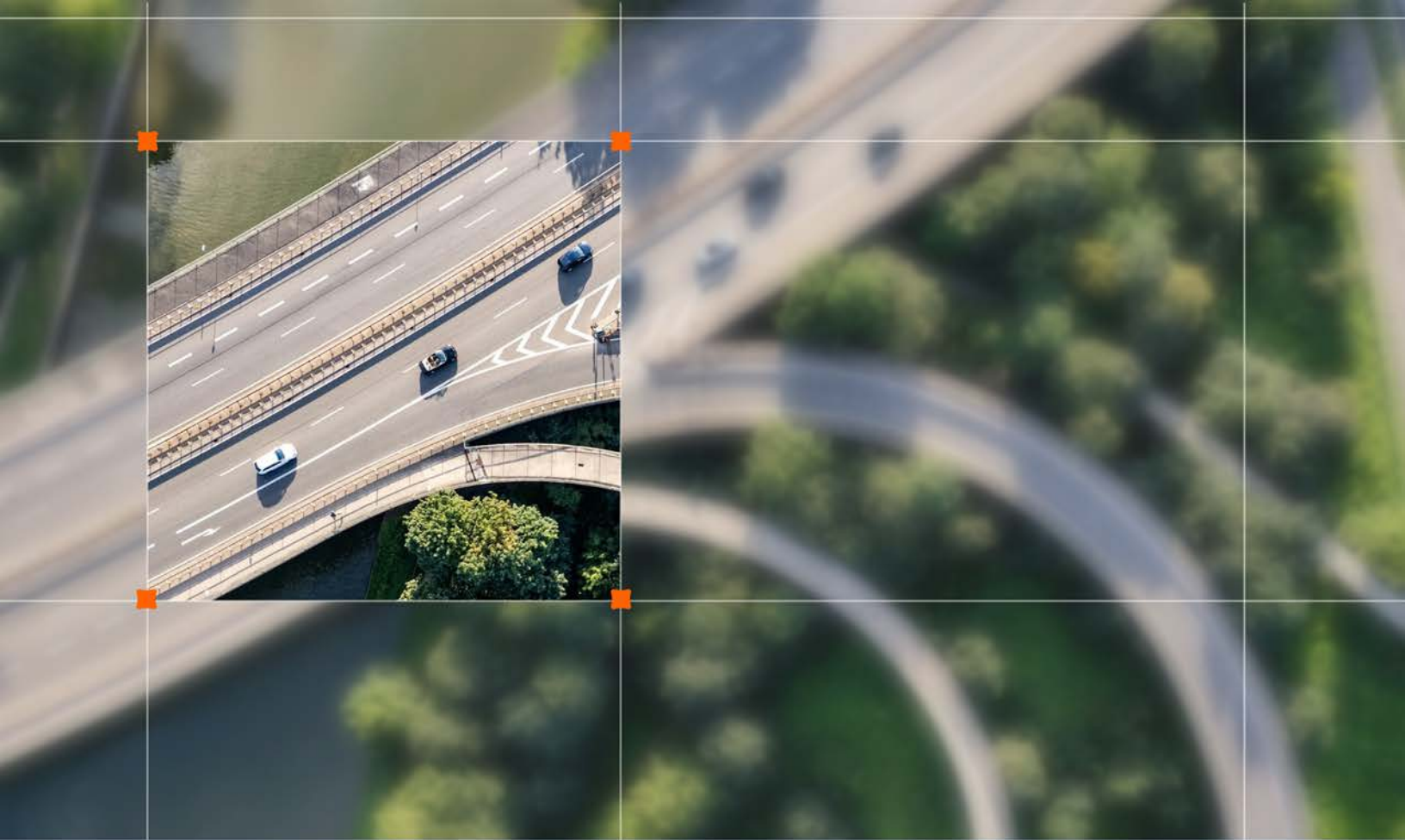
On the legislative front, NYSACOP continues to support passage of the Deadly Driving Bill and recently supported the Interlock Reform legislation. While currently neither bill has passed, our support is ongoing and we will continue to work with our traffic safety partners to hopefully get these passed into law.



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

to promote traffic safety, we offer our Traffic Safety Executive Leadership seminars and Agency Traffic Safety Services Reviews. If your region/agency is interested in either, or both, of these trainings, please contact us and we will work with you to secure a date and location. Also, the 2026 New York State Highway Safety Symposium will be held on October 19-22 in Lake Placid. This is always an informative confer-

Continued on Page 41



Context changes everything

Peregrine helps the world's most critical institutions make better decisions and improve operations by unlocking their data.

Contact us to learn more.

Rich Black

SENIOR ACCOUNT EXECUTIVE,
NEW YORK STATE

rich.black@peregrine.io

+1 585 233 8592

Committee Updates

Continued from Page 39

ence and registration for the conference is now open.

We are always pleased to get information about traffic safety initiatives that agencies have conducted in their regions. If your department is conducting a traffic safety initiative, we would love to hear about it so we can highlight your department's efforts and commitment to traffic safety. Please send us information and any photos that you have.



Lastly, and importantly, the National Law Enforcement Officers Memorial Fund releases data quarterly on officers involved in traffic crashes. They recently released that in 2025, 50% of LEOs killed in crashes were not wearing a seat belt. Please protect yourselves, wear your seatbelt!

As always, we welcome your comments, inquiries, suggestions and involvement. For further information, or if you would like our assistance, please contact NYSACOP Traffic Safety Services Coordinator Shawn Heubusch at sheubusch@nychiefs.org.

Thank you for all you do to promote traffic safety and keep our roadways safe.

Traffic safety is public safety!



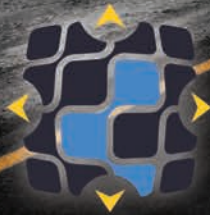
Traffic Enforcement Powered By AI

Stop chasing perceptions. Start solving real traffic problems on the streets that need it most.

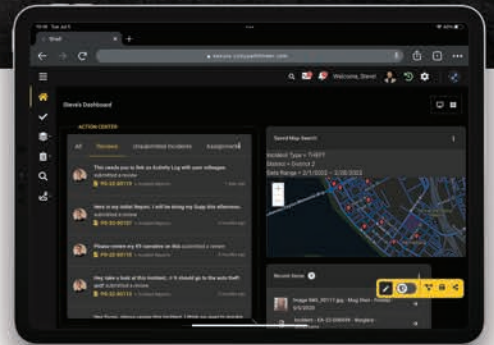
sales@urbansdk.com | urbansdk.com | 904.337.9836

Tired of the same old options for RMS/CAD?

find **YOUR** path with the new option from a 45+ year trusted name, deploying NYS agencies now.



pathfinder[®]RMS/CAD



NY NIBRS



Interfaces / Data Conversion

NY TraCS

Impact Data Conversion

NY State / County Forms

AXON, Watchguard, etc.

Other RMS Data Conversions

Many more...



iOS, Android, Windows devices



user-friendly data entry / workflow



robust reporting / analysis



customize your RMS your way



COBRAnet cross-agency search



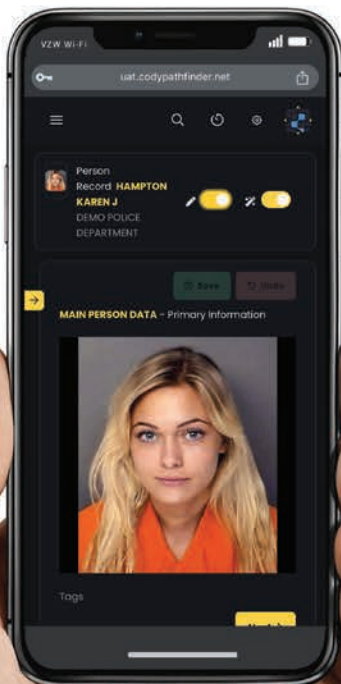
location-aware



dashboards / pro-active alerting



CJIS Secure



LEARN MORE

**Next-gen solution
Same CODY roots.**

www.codysystems.com

CODY
Data Driven.

Remember the Pinning: Keeping Officers Connected to the Mission

By Gordon Graham



Gordon Graham here – and hello again. Thanks for your continued support; it is much appreciated. For many years I wrote a column entitled “Miscellaneous Ramblings” – one day I might compile all those efforts into a book. I mention that because the next several paragraphs will truly be some ramblings. But I promise that by the end of this article I will make a point!

In previous articles I have mentioned that as I get older, I am doing more and more eulogies. It is quite an honor to be asked, “Will you do my eulogy?” or, as is more common, to be asked by a spouse or a child to eulogize their loved one.

Like everything else in my life, I use a “system” to write the eulogy. My system is based on Linda Ellison’s great poem “The Dash” and a longer version of this concept in the great book by Mac Anderson by the same title, *The Dash*. Here’s the idea in a nutshell: You can visit any cemetery in the world and on each grave marker or headstone there is a date of birth and a date of death. Between those numbers is “the dash” – and it represents everything this person did during their time on Earth.

While eulogies are very tough for me to do, I recognize the great honor in being asked to commemorate someone in front of their family and friends.

Simultaneously, I am getting more and more requests to address academy graduations. I have done three in the last year and have two more planned. Earlier this year, I was honored speak at a graduation for the Orange County Sheriff’s Office Class 269. (That’s Orange County, California –I have to make that clear

because there are eight Orange Counties in the states, including one in your great state.) While my talk to the graduates was limited to 10 minutes, I proudly sat there for the entire two-hour ceremony.

As I was prepping for my comments, I came across a brochure from the OCSO Academy Graduation (Class 121) from June 21, 1995, and I wondered why I had saved it. When I opened it, I read that “Lieutenant Gordon Graham – CHP” was the speaker at that August event some 31 years ago – and I wondered if any of the people in the audience at this presentation would be graduates of Class 121.



Six months ago, Basic Academy Class #269 walked in as recruits, yesterday, that journey came full circle.

The “system” OCSO used for their graduation was brilliant – and clearly tested over time and rehearsed prior to the event. The highlight was watching the 48 graduates – many of them from local police agencies – be announced. As they walked across the stage, the Academy Commander commented about their performance and what they ultimately wanted to do when they were off probation.

Many wanted to be FTOs and trainers, a surprising number wanted to be SWAT cops, some wanted to be school cops, a few wanted to be dog cops. Sadly, only one wanted to be a motorcop. But they all looked sharp and professional.

The Academy Commander also announced who would be pinning the new badge on each graduate. Most were family members – moms, dads, the occasional grandparents, some brothers and sisters, and some wives, husbands, and partners. Many of the parents were first-generation Americans – and to see the tremendous pride they had in “pinning

Continued on Page 45

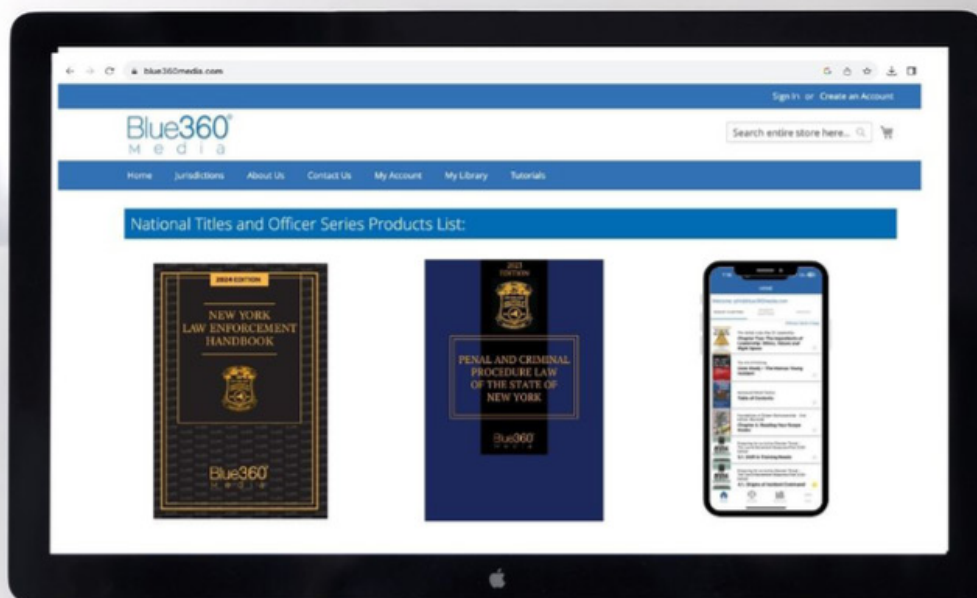
Blue360° Media

INFORMING THOSE WHO KEEP OUR COMMUNITIES SAFE



SCAN FOR NY
PRODUCTS

WWW.BLUE360MEDIA.COM



**MUST-HAVE
LEGAL
INFORMATION
AT YOUR
FINGERTIPS**

- Latest Laws
- Search & Seizure Guidance
- Custom Options Available

2024 Print & Digital Editions available. Download our mobile app for access anytime, anywhere. Plus: Check out our new interactive quizzers to test your knowledge!

For more information, please contact Mary Garman
(435) 412-7063 | mary@blue360media.com

PROUD
NYSACOP
PARTNER
SINCE 2017!



Connected to the Mission

Continued from Page 43

their child” was really moving to me.

Can you imagine what was going on in their heads? “I fought so hard to become an American citizen. And now my child is becoming a law enforcement officer in our adopted nation!” To me that is what America is all about.

I was also able to see the faces of the young deputies and officers – and there, too, I saw tremendous pride. Pride that they had made it through the tough 26-week program at the Academy – and excitement that soon they would be starting their careers.

Again digressing – in 1973, I graduated from the CHP Academy. Back then you got your badge and you pinned it on yourself, but I saw my mom and dad in the audience with big smiles on their faces – and I remember the excitement I felt to get started in my career.

“Gordon, we are now close to 800 words here – what is your point?”

Well, thanks for your patience but give me just a little bit longer to share an idea with you. I hope it makes sense to you and maybe, just maybe, some of you with some influence in your agency will be able to implement my idea. Let’s take that Academy graduation video – not the whole two-hour version, but the two-minute portion. The graduate walking across the stage, the words of the Academy Commander. The pinning by the loved ones, the hugs following the pinning. The overall joy and excitement of that moment. Let’s take that video save it to the officer’s personnel file at the location of their assignment.

Another rambling – you know my feelings on “annual performance evaluations” and how in many agencies every cop gets overrated because supervisors lack the guts to tell employees the truth. Or supervisors are just lazy and give everyone a “meets standards” rating because anything higher or lower than that would require some work to document. This overrating has bothered me for decades. Fortunately, the good people at Lexipol have recognized this “problem lying in wait” and are creating a performance management system that is data-based rather than “personality based”

– and hopefully you will utilize that tool.

But back to my idea. Imagine if as part of the annual evaluation process, the supervisor and employee watch the video of the employee’s graduation. After viewing that “two minutes of absolute pride, joy and excitement,” the supervisor could ask the employee, “Do you remember the feeling you had at that moment and how proud and happy you were to become part of a great law enforcement agency? Do you still have that same feeling today?”

This could be the start of a truly meaningful performance evaluation. Rather than checking boxes, the supervisor is determining whether the employee still has the extreme pride in their role that they had when they first graduated the Academy. And if there is any equivocation on the part of the employee, the supervisor can follow up: Why not? What can we do to bring that level of pride and excitement back?

Madame Editor is now counting the words, so I have to wrap this up. I spend a lot of time watching cops get in trouble – many times for doing things they knew were wrong – and after the fact they say, “I wish I hadn’t done that! I’ve disappointed so many people with my behavior!” (I have heard this so many times.)

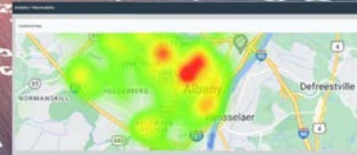
Maybe – just maybe – that annual reminder of how lucky they are to work in such a great profession will make them think twice before doing something they will later regret.

I promised you a point after all this rambling, and here it is: Some people need an occasional “booster shot” to remind them why they chose this job and why it is worthy of their best effort, each and every day. What are you doing to keep your people connected to the pride and excitement they felt when someone first pinned that badge on them?

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.



Lead the way to fewer crashes with the transformative power of data



Shed new light on your crash data

Law enforcement agencies and state traffic safety leaders share one mission — to save lives and achieve key public safety goals, like Vision Zero. Siloed, fragmented crash and citation data collection, warehousing and sharing can undermine these efforts.

Get fast access to real-time visualizations of crash data and analytics — maps, graphs and illustrated dashboards — and advance your traffic safety strategy to save more lives.

No matter where you are on the road to saving more lives, we can meet you there and help take you where you want to be.

Discover how by calling 877.719.8806 or emailing solutionsinquiry@lexisnexis.com

PROUD PARTNER



Join the 115 New York agencies already using the Crash Mapper and Dashboards to save more lives. Contact us today.



Working Together
for a Safer, Smarter Tomorrow™

LexisNexis and the Knowledge Burst logo are registered trademarks of RELX Inc. Coplogic is a trademark of Coplogic Solutions Inc. Other products and services may be trademarks or registered trademarks of their respective companies. ©2024 LexisNexis Risk Solutions.

What Made Your Week?

Building Organizational Pride Through Recognition

Every police department has success stories

By Charles Pisanelli, Inspector Metropolitan Transportation Authority Police Department

A missing child is safely located. A dangerous offender is apprehended. An officer goes above and beyond to help a community member. A detective closes a difficult case. A team comes together to solve a problem.

Unfortunately, many of these accomplishments are only known by the people directly involved. The rest of the organization may never hear about them.

At the Metropolitan Transportation Authority Police Department (MTAPD), we sought a way to better share these successes across the agency. The result was a department-wide communication channel called #what-made-your-week, where members can recognize outstanding work, share positive outcomes, and highlight accomplishments occurring throughout the department.

What began as a simple recognition tool has evolved into something much more valuable.

The channel features a wide variety of posts. Some highlight significant criminal investigations that led to the apprehension of violent offenders. Others recognize officers who located missing persons, assisted vulnerable individuals, or provided exceptional service to the public. Community engagement events, charitable activities, and examples of teamwork are also frequently shared.

The impact has been significant.

First, the channel provides visibility into the tremendous work being performed every day. In many

agencies, personnel assigned to different precincts, districts, or specialized units rarely have an opportunity to learn about successes occurring outside their immediate area of responsibility. Sharing accomplishments department-wide helps create a broader understanding of the agency's mission and the contributions being made by its members.

Second, it reinforces organizational values. The accomplishments that are recognized send a clear message about what matters. Whether the post highlights proactive policing, compassion, professionalism, investigative excellence, or collaboration, it helps define and reinforce the culture of the organization.

Third, it improves morale. Law enforcement professionals routinely face criticism, difficult calls, and challenging circumstances. Providing a forum that highlights positive outcomes serves as a reminder of the important work being accomplished every day and the impact officers have on the communities they serve.

For leaders, the lesson is straightforward. Recognition should not be reserved solely for annual awards ceremonies or formal commendations. Small and frequent opportunities to acknowledge success can have a meaningful effect on employee engagement and organizational pride.

The concept can be implemented in agencies of any

Continued on Page 49





CRITICAL RESPONSE GROUP

America's Common Operating Picture®

The Global Leader on Critical Incident Mapping Data

Enabling better communication and navigation during an emergency response at schools by addressing the safety gap of inaccurate, inaccessible floor plans. CRG takes proven mapping techniques from military special operations to create detailed, verified maps that are shared with all first responder and public safety agencies.

50,000+
Maps Created
Nationwide

100+
Integration
Partners

Available for purchase via BOCES CO-SER

Exceeds all NYSED Building and Campus
ERP Regulations

Visit us at www.crgplans.com



Integrated with Technologies Deployed by Public Safety & School Districts Across New York

RapidDeploy

RapidSOS



RAPTOR
TECHNOLOGIES

HEXAGON

Genetec

MOTOROLA
SOLUTIONS

fusus
by AXON

tyler
technologies

CRISIS GO

Verkada

PowerDMS
by NEOGOV

Pride Through Recognition

Continued from Page 47

size. Whether through an internal newsletter, roll-call recognition, department intranet, email distribution, or collaboration platform, leaders can create opportunities for members to share accomplishments and celebrate success.

At MTAPD, the most rewarding aspect of #what-made-your-week has been watching members recognize one another. The channel has become a place where officers, detectives, and supervisors can showcase outstanding work, learn from one another, and take pride in being part of the same organization.

At a time when agencies across New York continue to face recruitment, retention, and morale challenges, recognizing success may seem like a small step. However, it is often the small actions that have the greatest impact on organiza-

tional culture.

Every agency has stories worth sharing.

The key is creating a place where those stories can be told.

Charles Pisanelli is a Deputy Chief 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 transportation policing, critical incident management, and interagency coordination within complex railroad environments. Deputy Chief Pisanelli graduated from the PERF Senior Management Institute for Police Session 98 in June 2026, New Jersey Association of Chiefs of Police Command & Leadership Academy in November 2020 and received the FBI-LEEDA Trilogy Award in June 2023.



INTRODUCING THE SOTOXA™ ORAL FLUID MOBILE TEST SYSTEM

HELPING LAW ENFORCEMENT
MAKE INFORMED DECISIONS

**NEW FENTANYL PANEL
AVAILABLE NOW**

Learn more about SoToxa and how it fits into your drug testing program: www.intox.com/product/sotoxa-mobile-test-system



FTY
4 NG/ML

THC
25 NG/ML

Abbott

High Expectations? Meet Peak Performance.

Peak performance begins with a unified perspective of your data — the single spark that can ignite *extraordinary change*.

Reach new heights in efficiency by automating key processes, like crash and incident reporting, and get multi-layered dashboard visualizations of your data.

Better address challenges and more with a unified perspective of your data that includes comparisons to state statistics and peer agencies like these examples:



Congratulations to the IACP 2025 winners of these Coplogic-sponsored awards:

EXCELLENCE IN TRAFFIC SAFETY AWARD

Maryland Department of
State Police
Highway Crime Gun Initiative

**J. STANNARD BAKER LIFETIME
ACHIEVEMENT IN ROADWAY SAFETY**

Wilmer Tabares Marin, *local*; Colonel Michael
Rapich, *state*; Fuad Alkhajjah, *international*

Rise above the expected
with a 360° view of your data.
Schedule a meeting now.



CLICK THE RED CONTACT US
BUTTON TO SCHEDULE A TIME.



Working Together
for a Safer, Smarter Tomorrow™

LexisNexis and the Knowledge Burst logo are registered trademarks of RELX Inc. Coplogic is a trademark of Coplogic Solutions Inc. Working Together for a Safer, Smarter Tomorrow is a trademark of LexisNexis Risk Solutions Inc. Other products and services may be trademarks or registered trademarks of their respective companies. ©2026 LexisNexis Risk Solutions.

Building the Basic Course for Police Officers on Evidence

By **Mike Puckett**



DCJS has launched a statewide job task analysis of the police officer position. Here is what it is, why it matters to your agency, and what we may ask of you.

Whether you've heard something like this said – or maybe even said it yourself – there's a popular belief that Field Training Officers initiate their relationships with trainees by saying "Forget everything you learned at the academy ... I'll teach you the right way." This may be occurring explicitly or, more likely, this is conveyed implicitly through actions rather than words. What it speaks to is the gap between academy training and practical application. Some of that gap is unavoidable; no academy can substitute for experience. But what if some of this gap is a curriculum and delivery problem? If so, it's something that we can measure and fix.

Completion of the BCPO has been a requirement for every municipal police officer in New York for more than sixty years. Like most training standards that have been in place for decades, it has grown by accretion. A critical incident, a new statute, a court decision, or a legislative mandate adds content. Periodic revisions of sections occur, but these are often piecemeal and occur in isolation from other section reviews.

Over enough years, the distance between what the course teaches and what officers do on a Tuesday night widens quietly, and nobody can say precisely by how much.

The Office of Public Safety has launched a comprehensive statewide Job Task Analysis (JTA) to answer that question with evidence. Working with I/O Solutions (IOS), a firm that specializes in public safety job analysis and has conducted comparable statewide studies elsewhere, we are systematically documenting the tasks New York police officers actually perform and the knowledge, skills, and abilities those tasks require. The results will become the evidentiary foundation for a rebuilt BCPO curriculum.

What a job task analysis does

A JTA is not a survey of opinions about training, and it is not a wish list. It is a structured method with a well-established place in industrial and organizational psychology, and it proceeds in stages.

It begins in the field. Project staff conduct small-group interviews with working officers in every region of the state and across the full range of agency types, building an inventory of job tasks in officers' own language rather than in the language of a lesson plan.

That inventory then goes to the field as a statewide questionnaire. Officers rate each task on how frequently they perform it and how important it is to competent performance. They are also asked a question that matters enormously for curriculum design: where is this best learned? Not every important task belongs in the academy. Some are better taught in field training, some in advanced or in-service environments, and some are reference knowledge an officer should know how to look up rather than memorize. Distinguishing among those is how a basic course stops trying to teach everything and starts teaching the right things well.

Finally, the results are laid against the current BCPO, lesson by lesson and hour by hour. Where curriculum time and job demands do not line up, it becomes visible in the data: subjects absorbing significant academy hours that officers rarely perform, and tasks officers perform constantly that receive an hour and a handout. The product is a technical report and a content-valid framework of instructional objectives.

Why this matters to your agency

A curriculum grounded in a rigorous, data-driven JTA produces three concrete benefits.

- Recruits arrive better prepared for the work they will actually do by providing them with a content valid curriculum. This reduces the field-training burden on your veteran officers and shortens the ramp to productive duty,

Continued on Page 53

YOUR EVIDENCE-BASED, DATA-DRIVEN BIG IDEAS PLAYBOOK



The Criminal Justice Knowledge Bank provides support and resources to help New York criminal justice professionals from agencies of any size improve local practices.

The Knowledge Bank is powered by the New York Division of Criminal Justice Services and provided as a free service to share and amplify evidence-based and data-driven successes.



GET STARTED



PROGRAM PROFILES

The Knowledge Bank highlights innovative local programs and helps police departments, sheriffs' offices, district attorneys' offices, and probation departments:

- **Explore** initiatives, practices, and strategies from other jurisdictions
- **Learn** from the experience of peers
- **Identify** approaches to address their community's specific public safety challenges

✓ Access profiles online

✓ Share your successes

✉ KnowledgeBank@dcjs.ny.gov

RESEARCH

The Research Consortium facilitates partnerships between local criminal justice practitioners and college- and university-based researchers. These partnerships help agencies:

- **Test** ideas to determine what works
- **Validate** the effectiveness of existing pilot programs
- **Contribute** to the larger body of criminal justice best practices

✓ Connect with a researcher

✓ Find existing research

✉ ResearchConsortium@dcjs.ny.gov



Criminal Justice
Knowledge Bank

FIND YOUR SOLUTION TODAY:

knowledgebank.criminaljustice.ny.gov



Pride Through Recognition

Continued from Page 51

which is not an abstraction for any agency currently doing more with fewer people.

- The training standard rests on a defensible, documented link between job demands and instructional content. In litigation and in front of a skeptical public, “this is how we have always trained” is not an answer. “Here is the analysis of the job, here is the link between the job and the curriculum, and here is the evidence behind both” is a materially stronger position for the state and for every agency that relies on the standard.

- Your operational reality is reflected in the standard. The BCPO trains officers for agencies of every size and setting in New York, from four-officer departments to the largest municipal force in the country. The JTA is how we ensure the curriculum accounts for that whole range rather than a narrow slice of it. That only works if the data comes from that whole range.

What we will be asking of the field

An advisory panel is already in place, with representatives from the New York City Police Department, the New York State Association of Chiefs of Police, and the New York State Sheriffs’ Association. Additional representatives will be added as needs are identified.

Not all agencies will be asked to participate directly.

SIDEBAR: If your agency is selected

- A designated point of contact. One person such as the chief or sheriff, or a designee such as a training officer or administrative lieutenant to receive scheduling requests, survey links, and reminders, and to serve as the single point of contact for follow-up.

- Survey participation. Job-task surveys distributed to working officers at key points in the project. We ask that you encourage your officers to complete them and provide the on-duty time to do so (targeted for less than 1 hour total for each respondent).

- On-site interviews. A limited number of agencies may be asked to host small-group interview sessions of roughly 90 minutes with two to five officers each, including space for the day and, where practical, allowing officers from neighboring agencies to attend at your location. Most agencies will not be asked to host.

- Review of draft results. Experienced officers, field training officers, or academy instructors reviewing draft task and competency lists

We will be working from a sampling plan, developed with IOS, that selects agencies so the results are statistically representative of New York law enforcement as a whole, accounting for agency size, region, and the range of settings in which officers work. If your agency is selected, you will hear from us directly. If it is not, the findings will still reflect the work of agencies like yours.

For selected agencies, we will ask for a designated point of contact, participation in the online job-task survey, and in a limited number of cases, space and officers for on-site interview sessions. As draft task and competency lists take shape, we may also ask experienced officers, field training officers, or academy instructors to review the material and tell us what we got wrong. We will provide as much advance notice as we can in every case.

The variable that decides whether this works

It is response rate, and it is largely in the hands of the people reading this article.

A statewide survey that goes out broadly and comes back thin does not produce an accurate picture of the demands of New York law enforcement officers. It produces a curriculum built on the officers who happened to have a slow shift, which is not the same population as the officers your agencies employ. Two things that improve response rates more than anything the project team can do:

- Whether officers are given time on duty to complete the survey, and;
- Whether they hear from their own chief or sheriff that it matters.

A survey link from DCJS competes with everything else in an officer’s inbox. The same link, endorsed by the person they work for, does not. We expect survey participation to take less than an hour of an officer’s time to complete, and officers can complete it in multiple sittings if needed.

We recognize that your officers’ time is a real cost, and the project has been structured to ask for it efficiently and only where it genuinely improves the result. What we are asking for in return is a basic course that is worthy of the officers your agencies rely on, and that can be defended on the evidence.

Questions and requests for additional detail can be directed to Mike Puckett at michael.puckett@dcjs.ny.gov



Please Support Our Partners

Who Support Us Throughout the Year

Diamond Partners

Axon
Blue 360° Media
Lexipol
Peregrine Technologies
facetec

Platinum Partners

PERMA
NicheRMS365
Transfinder Corporation
Skydio
Critical Response Group
Flock

Gold Partners

LexisNexis Coplogic Solutions
CODY Systems
National Policing Institute

Silver Partners

CGI Digital
Motorola Solutions
Black Creek Integrated Systems
Intoximeters
Leonardo
Sourcepass
Empire & New York Chapters of the
Recycled Materials Association
TOUGHBOOK
Pace O Matic
Pulsiam

CLPS
CRIMEWATCH Technologies, Inc.
Next Level Private
FIRSTNET Built by AT&T
Rozin Technologies, LLC
Urban SDK
ZOLL Medical Corporation
Code Four
Ready Rebound
Biometrics4ALL

Would you like to become a Partner ?
Contact Outreach Partner Coordinator William Georges at
TheGeorgesGroup@nycap.rr.com