

**INDEX OF EXHIBITS TO DECLARATION OF KATHLEEN E. BRODY IN  
SUPPORT OF MOTION FOR TEMPORARY RESTRAINING ORDER**

*Puente et al. v. City of Phoenix, et al.,*  
CV 18-2778-PHX-JJT

**INDEX OF EXHIBITS**

<b>Exhibit</b>	<b>Description</b>
1.	KTAR news article dated August 25, 2017
2.	Courthouse news article dated January 30, 2018
3.	Police Executive Research Forum newsletter dated December 2017

# **EXHIBIT 1**

# Trump rally protester arrested after posting incriminating evidence online

BY KTAR.COM | AUGUST 25, 2017 AT 8:00 AM  
UPDATED: AUGUST 25, 2017 AT 12:05 PM



(Screenshot)

PHOENIX — A protester accused of kicking a can of tear gas at Phoenix police after President Donald Trump's rally has been arrested.

Joshua Stuart Cobin, 29, was charged with three counts of aggravated assault on an officer and on count of unlawful assembly Thursday night.

Police said Cobin, who was arrested in Gilbert, threw two smoking canisters at police before kicking another at them.

He was believed to be the protester who was hit below the stomach by pepper balls.

“Many of you will recognize this man as he has posted images and admissions to his crime on social and local media outlets,” Sgt. Jonathan Howard said in a statement.

A person on [Reddit](#) claiming to be Cobin said he knew kicking the can toward police would make him a target.



Joshua Cobin (Maricopa County Sheriff's Office Photo)

“I knew once I kicked it that I was going to be a target for rubber bullets or pepper balls so it wasn’t a huge surprise,” the person wrote. “It just knocked the wind out of me and of course brain went into ‘protect the genitals’ mode.”

Demonstrators and police clashed Tuesday night after [Trump’s downtown rally](#).

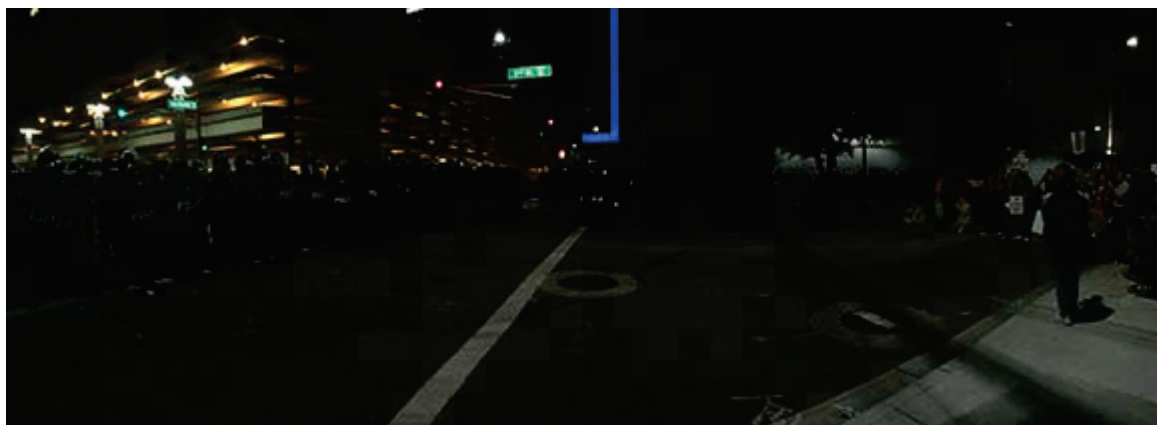
After protesters began throwing water bottles at police, witnesses said, officers fired tear gas, smoke bombs and pepper-spray pellets into the crowd near Third and Van Buren streets.

Four were arrested that night, including a man police said had a **concealed weapon and threatened officers**.

Police Chief Jeri Williams told KTAR News 92.3 FM's Bruce St. James and Pamela Hughes the day after the rally, "I'm so proud to be the police chief of men and women who literally showed that professionalism — under contentious scenarios and situations — they demonstrated it flawlessly. ...

"I literally went and spoke to the officers who were going to be on the skirmish lines and shared with them my expectation: 'Be professional. The world is watching,' " Williams said.

Follow @KTAR923



(KTAR News Photo/Carter Nacke)



# **EXHIBIT 2**

# Trump Protests Could Have Been Handled Better, Phoenix Police Say

JAMIE ROSS January 30, 2018

PHOENIX (CN) – The Phoenix Police Department could have used more communication in dispersing crowds outside a rally held by President Trump in downtown Phoenix this past summer that erupted in violence, according to a report issued late Monday.

The agency issued its final [report](#) on how its officers handled protests outside of the Aug. 22, 2017, rally.

Officers used pepper spray and other nonlethal weapons on lingering [crowds](#) after they were hit with water bottles and rocks thrown by protesters, Phoenix police say.

Images of the chaotic scene drew criticism of the agency and prompted a [lawsuit](#) by the ACLU of Arizona in November seeking public records concerning the response.

Police Chief Jeri Williams said in a letter to City Manager Ed Zuercher that some of the criticism lodged against the department was about whether it provided clear directions to the crowd outside the rally that numbered thousands.

“I take responsibility with respect to listening to both sides, clearly self-examining our work, and leading the department,” Williams wrote. “I still believe the actions of our officers reflected the direction I gave them: be professional, decisive and immediately reactive. The tragedies that happened in other cities did not happen in Phoenix.”

She identified that the department needs to expand its means of communication during events like this, as well as reporting its actions to the media.

“We must increase our use of communication platforms to educate and inform the community on acceptable and unacceptable conduct with repetitive messages carried out as often as possible before an event,” Williams wrote.

She said officers should use more bullhorns to relay the messages, and post real-time statements to social media outlets.

The agency must also “(i)mprove reporting of tools that were used during the operation, particularly those used only during critical crowd control efforts, such as smoke, gas and impact projectiles,” Williams wrote.

The Phoenix Police Department only had six days to prepare for the presidential rally, compared to the similarly logistics-heavy Super Bowl, which the city hosted in 2015 after 18 months of preparation.

According to the ACLU of Arizona, the report confirms that police did not warn protesters of its plan to use nonlethal force.

## CNS Trends



KFC Franchisee Loses Fight to Market Chicken as Muslim-Friendly



Hate-Crime Acquittal Roils LGBTQ Community in West Virginia



NC Town Rescinds Order That Residents Evacuate Without Their Guns



Suit Against Social Workers Over Bathtub Photos Revived



Roger Stone Aide Focuses Contempt Appeal on Mueller



Michigan Nurses Fight Red-Shirt Ban Amid Labor Talks



State Says Slumlord | Runs a Bogus Charity



Class Alleges Manipulation of Rape Reports in Baltimore



Competitor Suit Could Make Uber Change Labor Practices

## The Feed

Courthouse News Retweeted



**Courthouse News**  
@CourthouseNews

Russia will be subjected to a second round of “very severe” sanctions if it fails to comply with international laws around the use of chemical weapons, a state department official told lawmakers Thursday. [ow.ly/zLk430lOmjO](https://ow.ly/zLk430lOmjO)  
[@BBuchman\\_CNS](#)



“The Phoenix Police Department did not protect the First Amendment rights of protesters and caused many people to go home with cuts, bruises, and other injuries,” said ACLU of Arizona Legal Director Kathy Brody in a statement. “There are many videos of officers attacking protesters with pepper spray and projectiles at a dangerously close range. It is shocking and disheartening that the department determined this excessive use of force was justified.”

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Related

[Phoenix Protest Turns Violent as Tear Gas Fills the Streets](#)

August 23, 2017  
In "Politics"

[ACLU Sues Phoenix for Info on Police Response at Trump Protest](#)

November 22, 2017  
In "Civil Rights"

[Protesters Sue Phoenix Over Police Actions at Trump Rally](#)

September 4, 2018  
In "Civil Rights"

[Return To Top](#)



# **EXHIBIT 3**

## NYPD Commissioner James O'Neill Joins PERF Board

PERF is pleased to announce that New York City Police Commissioner James O'Neill has joined the PERF Board of Directors. Commissioner O'Neill was appointed to lead to the NYPD in September 2016. Prior to that, he served as chief of department, the agency's highest uniform rank.



VOL. 31, NO. 3 | DECEMBER 2017

# SUBJECT TO DEBATE

A NEWSLETTER OF THE POLICE EXECUTIVE RESEARCH FORUM

## PERF Members Discuss Critical Issues At Town Hall Meeting in Philadelphia

MORE THAN 700 PERF MEMBERS and their guests attended the 2017 Town Hall Meeting, held in Philadelphia on October 22. Following are highlights of several of the discussions.

### Active Shooter Situations

The Town Hall Meeting took place a few weeks after the October 1 mass shooting in Las Vegas that killed 58 people and injured 546. Attendees watched an 11-minute video produced by the New York Times<sup>1</sup> that compiled video and audio from police and others at the scene to provide a second-by-second account of what occurred.

The discussion was led off by **John Curnutt, assistant director of the Texas State University Advanced Law Enforcement Rapid Response Training (ALERRT) program**, which provides a variety of training programs to law enforcement agencies on effective responses to active shooter events.<sup>2</sup> ALERRT researchers have studied more than 200 active shooter situations that have occurred since 2000. Curnutt characterized the Las Vegas incident as an "outlier," and highlighted some of the positive aspects of the Las Vegas Metropolitan Police Department's response.



ABOVE: 2017 Town Hall Meeting.

BELOW: FBI Director Christopher Wray speaks to Town Hall Meeting attendees.



1. "10 Minutes. 12 Gunfire Bursts. 30 Videos. Mapping the Las Vegas Massacre." *New York Times*. October 21, 2017. <https://www.nytimes.com/video/us/100000005473328/las-vegas-shooting-timeline-12-bursts.html>.

2. <https://alerrt.org/>

## David Brown Receives PERF Leadership Award

At PERF's Town Hall Meeting, retired Chief David Brown was presented with PERF's 2017 Leadership Award. Chief Brown led the Dallas Police Department from 2010 to 2016, and developed a national reputation in the policing profession as a strong leader. Most of the country got to know Chief Brown in the aftermath of the horrific killing of five officers in Dallas in July 2016. Chief Brown emerged as a calm, informative voice as he managed the incident, protected the emotional well-being of his officers, and delivered a moving eulogy for the slain officers. Throughout his career, Chief Brown has demonstrated leadership on challenging issues such as use of force, transparency, and officer discipline.



PERF President Scott Thomson presents retired Dallas Chief David Brown with the PERF Leadership Award.

“The LVMPD has a strong training program, good equipment, and all the other things you’d like to have in your favor when you respond to something like this,” Assistant Director Curnutt said. “But the one thing that really made the difference was the ability of people on the ground to size up the situation, plan a response, effectively communicate what needed to be done, coordinate with each other, and execute the plan. That’s what I think agencies need to harness. The tactics, the equipment, and the training are all essential and provide a foundation for a successful response, but we’ve got to allow for some flexibility and creativity by our people who are there on the ground.”



John Curnutt, assistant director of the Texas State University ALERRT program.

**NYPD Commissioner James O’Neill** reflected on lessons that the Las Vegas massacre holds for the NYPD. “We have a number of large-scale events in our city—the Thanksgiving Day Parade, the tree lighting, and New Year’s Eve are all coming up soon,” he said. “When I heard what had happened (in Las Vegas), securing those events was one of my first thoughts. I don’t know what the solution is yet, but we need to find one, because we can’t stop living, and we want people to continue to feel secure at these events.”

**John Miller, the NYPD’s deputy commissioner for intelligence and counterterrorism**, added details about how NYPD has prepared for active shooter incidents. “Since the terror attacks in Mumbai, India in November 2008, the NYPD has put a lot of bandwidth into the active shooter/terror threat,” Miller explained. “We’ve now trained over 8,000 officers in active shooter tactics. We’ve trained over 20,000 civilians in what to do if they’re caught

in an active shooter situation. We recently added 1,300 cops, and 600 of those went to the strategic response group, which is a citywide rapid-response squad which has access to enhanced body armor and long guns. We also have a new 500-officer uniformed counterterrorism team with the same weapons and training. And the NYPD puts counter-sniper teams on high ground at all major events. Their job is to detect where that gunfire is coming from, put that sniper on target, and try to eliminate the threat.”

**Washington, DC Metropolitan Police Department Chief Peter Newsham** told the audience that the Las Vegas attack raises two issues in his mind: gun regulations and securing high-rise buildings. “I have a hard time understanding the need for those long automatic weapons in our big cities,” Chief Newsham said. “I think we need to have a serious conversation about that, though I know we probably can’t get everyone in this room to agree. And how does someone get 33 of them onto the 32<sup>nd</sup> floor of a high-rise? No high-rise property owner should let that happen again anywhere in the United States. They control access to their buildings, and we’ve now seen the type of devastation that can occur.”

## Concealed Carry Reciprocity Act

Some participants at the Town Hall Meeting raised concerns about the Concealed Carry Reciprocity Act<sup>3</sup>, a federal bill that would require all states to honor other states’

3. “H.R. 38 – Concealed Carry Reciprocity Act of 2017.” <https://www.congress.gov/bill/115th-congress/house-bill/38>.





ABOVE, LEFT: Manhattan District Attorney Cy Vance; PERF Executive Director Chuck Wexler; Washington, DC Metropolitan Police Chief Peter Newsham; NYPD Commissioner James O'Neill; and John Miller, NYPD Deputy Commissioner for Intelligence and Counterterrorism.



ABOVE, RIGHT: Houston Police Chief Art Acevedo

concealed carry permits. The measure has been approved by the House of Representatives and is headed to the Senate.<sup>4</sup>

**Manhattan District Attorney Cy Vance** has been a vocal opponent of the bill. “The Concealed Carry Reciprocity Act would permit someone from West Virginia, which allows concealed carry without a permit, to carry their weapon concealed in any state in the country, regardless of the laws of that state,” he said. “That person could legally bring a concealed, loaded gun into New York City. I’m concerned that would threaten the incredible success New York City has had in reducing gun crime. And it would put cops at risk. If a police officer sees someone carrying a concealed weapon in Times Square, it’s going to precipitate a potentially dangerous encounter. I also think this is a question of what works for each community. I would not try to tell West Virginia that it should apply New York’s gun laws. But I also don’t think West Virginia should tell us to apply its gun laws. Our issues with concealed weapons are really very different from many other parts of the country.”

Twelve states allow individuals to carry concealed firearms without possessing any permit, according to the Giffords Law Center to Prevent Gun Violence.<sup>5</sup>

NYPD Commissioner James O’Neill echoed Vance’s concerns. “We have reached a historically low level of gun violence in New York City,” Commissioner O’Neill said. “I think anything we can do to prevent guns from coming

into New York City will help us keep reducing our gun violence.”

**Chief Roy Taylor of the Capitol Special Police**, a contract police agency in North Carolina<sup>6</sup>, spoke in defense of concealed carry. “When concealed carry first came out, I was somewhat against it,” he said. “I thought gun violence or negligent discharges may increase, but we really didn’t see that. So I think if someone goes through a formal training class, meets the standards, and has had a background investigation, the law should allow them to carry concealed from state to state. But I would recommend that states agree on a minimum training standard in order to have reciprocity.”

**Houston Chief of Police Art Acevedo** said that the permitting process isn’t rigorous enough in many states. “Texans are all about responsible gun ownership,” Chief Acevedo said. “But in other places, all you need to carry a concealed weapon is a pulse, a driver’s license, and be 18 years of age. I don’t need those people in Texas. I need serious gun owners, because with rights come responsibilities.”

## Gun Violence

Town Hall attendees discussed crime trends in their cities and what is driving increases or decreases in their violent crimes. **Chicago Superintendent Eddie Johnson** started the conversation with his thoughts on crime in Chicago over the past few years.

Superintendent Johnson spoke about possible reluctance among officers to proactively engage with people

4. “House votes to expand concealed-carry rights on same day as gun violence vigil.” *USA Today*, Dec. 6, 2017. <https://www.usatoday.com/story/news/politics/2017/12/06/house-votes-expand-concealed-carry-rights-same-day-gun-violence-vigil/925229001/>

5. The 12 states are Alaska, Arizona, Idaho, Kansas, Maine, Mississippi, Missouri, New Hampshire, North Dakota, Vermont, West Virginia, and Wyoming. “Concealed Carry.” The Giffords Center to Prevent Gun Violence. <http://lawcenter.giffords.org/gun-laws/policy-areas/guns-in-public/concealed-carry/>

6. <http://capitolsspecialpolice.com/about-us/>

Phoenix Police Chief Jeri Williams.

amid heightened national and local scrutiny. “There’s a notion that gang members don’t pay attention to what we’re doing. They do,” Superintendent Johnson said. “They recognize the national anti-police narrative. In Chicago, they took full advantage of that, especially after the Laquan MacDonald video was released. After 2015, a gang member with a gun isn’t as likely to run from our officers when they pull up, and more members of a gang are likely to be carrying a gun.”

Social media is fueling many of the shootings in Chicago, Johnson said. “We’re not seeing a lot of gang-on-gang gun violence now,” he explained. “A lot of our gun violence is driven by petty disputes on Snapchat, Facebook, Instagram, or other social media. We still have drug-related violence, but a lot of our violence comes from petty disputes.”

The Chicago Police Department has made progress against violent crime in 2017 by adding Strategic Decision Support Centers, which use a variety of technologies to better analyze crime in real time at the district level. The centers opened in six districts in early 2017 and will be opening in six additional districts by the end of 2018.<sup>7</sup> “At the beginning of the year, we put Strategic Decision Support Centers in our six most violent police districts,” Superintendent Johnson said. “We got those centers up and running in those six districts in February, and we’ve seen at least 20-percent year-to-year reductions in gun violence in each of those districts.

“To get buy-in from the command staff and cops in those districts, we moved quickly from telling them the plan to starting construction on the new rooms,” Johnson said. “In CPD, things had never moved that quickly in the past. When the cops saw something happening, they started to believe in the plan. And even now that the centers are built, we try to be just as responsive to officers’ needs. If I visit and they tell me, ‘Boss, we need this or that,’ we try to have it there for them within days.”

Art Acevedo, who was sworn in as Houston’s police chief in November 2016, told the Town Hall attendees that his agency has had success reducing homicides by improving investigations into non-fatal shootings. “When I got here, we weren’t investigating aggravated assaults or attempted murders,” Chief Acevedo said. “The way to stop murders is to solve non-fatal shootings. Our detectives also weren’t working nights. We’ve changed all that, and so far



this year we’ve seen a 21-percent reduction in homicides.”

Over the past four years, the NYPD has successfully reduced crime while dramatically reducing the number of people they’ve stopped and questioned on the street. **Dermot Shea, NYPD Chief of Crime Control Strategies**, discussed NYPD’s success and its new neighborhood policing plan, which keeps officers on regular schedules in the neighborhoods they’re responsible for and gives them off-radio time to engage with the community.<sup>8</sup> “At our peak, the NYPD stopped 600,000 people a year,” said Chief Shea. “We’re now down below 50,000 stops per year. We got there using data and technology to drive our precision policing, which means identifying the people who are repeatedly committing crimes. We knew that the high number of stops had alienated us from the community we were trying to protect, so we instituted the neighborhood policing program, which is all about going back to the basics. We’re getting back to knowing the community.”

## Managing Large Demonstrations

Police are taking a close look at how they manage major events after an August demonstration by white nationalists in Charlottesville, Virginia. **Phoenix Chief of Police Jeri Williams** discussed the challenges her department faced one week after the Charlottesville protest, during a demonstration outside a rally held by President Trump.

“Phoenix has hosted massive events and functions in the past, like the Super Bowl,” Chief Williams said. “We had 18 months to prepare for the Super Bowl. This event used the same number of assets and resources, but we only had six days to prepare. And Charlottesville had just happened, so I had a lot of people telling me, ‘Make sure it’s not another Charlottesville, Jeri.’”

“Operationally, we were textbook perfect,” Chief

>> continued on page 11

7. “CPD to launch new support centers to analyze district-level shootings.” *Chicago Tribune*. October 1, 2017. <http://www.chicagotribune.com/news/local/breaking/ct-met-chicago-police-strategic-support-center-20171001-story.html>.

8. “Neighborhood Policing.” NYPD Website. <https://www1.nyc.gov/site/nypd/bureaus/patrol/neighborhood-coordination-officers.page>.



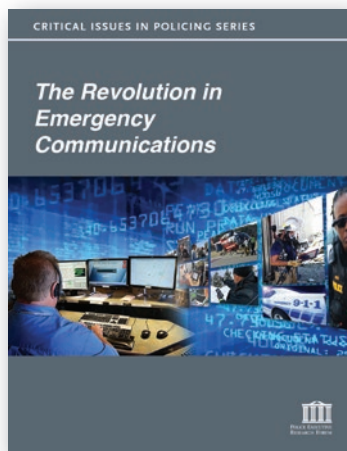
# PERF Wraps Up a Successful 2017

2017 WAS ANOTHER SUCCESSFUL YEAR for PERF, thanks to the involvement of our members. Following is a summary of some of the projects PERF conducted in 2017, and several initiatives that will be launched in 2018.

## The Revolution In Emergency Communications

Approximately 150 police executives, emergency communications managers, and industry experts participated in a PERF conference to discuss the emergence of Next Generation 911 and FirstNet—two new communications systems that will soon revolutionize how the public provides digital information such as photographs and video clips to the police, and how police agencies and sheriffs' departments share information with their officers and other departments.

PERF's report spells out the key issues that police chiefs, sheriffs and other law enforcement executives will



Critical Issues Meeting: The Future of Emergency Communications.

need to focus on as Next Gen 911 and FirstNet become realities. The report is available at <http://www.policeforum.org/assets/EmergencyCommunications.pdf>.

## Integrating Communications, Assessment, and Tactics (ICAT) Training

National interest in PERF's ICAT training program continued to grow. PERF held five additional sessions to demonstrate how to implement the ICAT training program—in Baltimore; Columbia, SC; Los Angeles; Camden County, NJ; and Saint Paul, Minnesota. Approximately 1,350 people from 525 agencies have now attended ICAT training and implementation meetings.

A number of agencies are now using ICAT to train their officers, including the police departments in Asheville and Burlington, NC; Baltimore; Burlington, VT; Camden County, NJ; Cedar Park and Fort Worth, TX; and Draper City, UT, as well as the Volusia County (FL) Sheriff's Office and the Amtrak Police, among others.

PERF, in consultation with trainers from agencies that are implementing ICAT, is conducting a detailed review of the current



ICAT training in Camden County, NJ.



ICAT training in Los Angeles (ABOVE, LEFT) and Baltimore (ABOVE, RIGHT).

**ICAT Training:** Law enforcement agencies that are interested in receiving an assessment of their use-of-force policies or training programs, or that wish to receive ICAT training for their officers or trainers, should contact PERF's Director of Applied Research and Management, Tom Wilson, at [twilson@policeforum.org](mailto:twilson@policeforum.org). 202-454-8328.

PERF will be hosting an ICAT train-the-trainer session in conjunction with the Rutgers University Police Department in New Brunswick, NJ on March 20, 2018. Additional details will be announced soon.

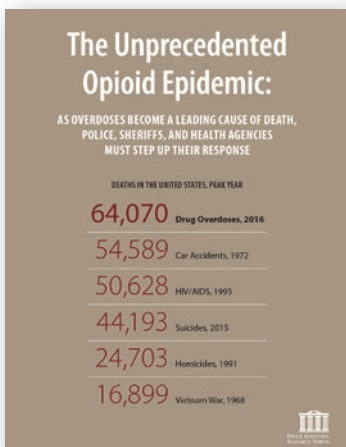
training guide, with a goal of releasing an updated version of the curriculum in early 2018. All curriculum materials will continue to be available on our website at <http://www.policeforum.org/icat>. If you are implementing ICAT and have not been in touch with PERF, please let us know by contacting Kevin Morison at [kmorison@policeforum.org](mailto:kmorison@policeforum.org).

### Improving the Police Response To the Opioid Epidemic

Addressing the opioid epidemic has continued to be a priority of PERF's work. Our latest report on the topic,

*The Unprecedented Opioid Epidemic: As Overdoses Become a Leading Cause of Death, Police, Sheriffs, and Health Agencies Must Step Up Their Response*, was based on a national conference PERF co-hosted with the New York City Police Department at NYPD headquarters in April. The report explains RxStat, New York City's comprehensive, Compstat-like approach to addressing the crisis, and details many other new programs and strategies that police are deploying to reduce overdose fatalities.

The report is available at <http://www.policeforum.org/assets/opioids2017.pdf>.



"Responding to the Opioids Epidemic" Conference



## Improving Homicide Investigations

With support from the Bureau of Justice Assistance, PERF assessed homicide investigation practices in four cities—Baltimore, Cleveland, Miami, and Pittsburgh—and will soon release a report that summarizes the findings and recommendations. The report will provide guidance that police agencies can use to improve homicide investigations and increase clearance rates.

To continue this work, PERF will be conducting comprehensive assessments of the homicide investigation functions within six additional police departments that are experiencing increases in crime. PERF, supported by a team of subject matter experts, will undertake these assessments and develop detailed recommendations on how to improve policies, procedures and resources of each of the six police departments' homicide units. Based on these recommendations, PERF will develop and deliver an individualized training and technical assistance program that will provide these agencies with the critical training, policies,

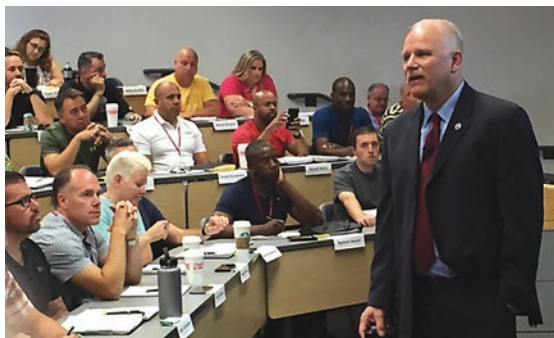
resources, information, and hands-on expertise needed to improve their investigative responses to homicides and clearance rates.

If you are interested in being part of this work, please contact PERF's Director of Technical Assistance, Jessica Toliver, at [jtoliver@policeforum.org](mailto:jtoliver@policeforum.org).

## Senior Management Institute for Police (SMIP)

The SMIP program had another strong year in 2017. Over the course of four sessions, 342 students had the opportunity to challenge their thinking on the critical issues facing the policing profession today.

In keeping with SMIP's history of addressing emerging issues, SMIP adapts the curriculum each year to meet the needs of future law enforcement managers and chief executives. With the introduction of new or modified classes and new instructors, SMIP continually seeks student feedback and evaluation to ensure that SMIP meets their expectations and presents the best mix of practical,



SMIP discussions were led by:

**ROW 1:** Tucson Chief of Police Chris Magnus; Camden County, NJ Chief of Police and PERF President Scott Thomson

**ROW 2:** Seattle Chief of Police Kathleen O'Toole; Miami Beach Chief of Police Dan Oates

**ROW 3:** Denver Chief of Police Robert White



Session of the Chicago Police Senior Management and Leadership Development Program.

detail-oriented guidance and “big picture” discussions. A key goal of SMIP is to be a platform for the dissemination of proven strategies and best practices, as well the introduction of new ideas.

SMIP’s 2018 sessions are already booked, but SMIP is taking names for waitlists. If you are interested in sending individuals to the program next summer, visit <http://www.policeforum.org/smip> or contact Tony Narr at [tnarr@policeforum.org](mailto:tnarr@policeforum.org).



## Executive Search

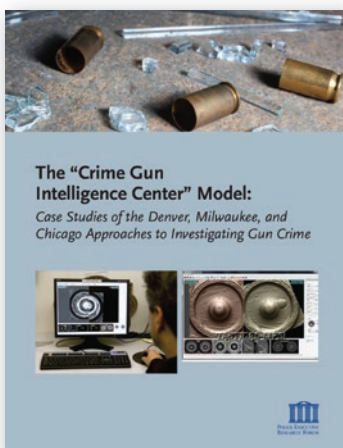
PERF assisted the following jurisdictions conducting police chief executive searches in 2017: Boston University; Wilmington, DE Police Department; Sunset Beach, NC Police Department; Moab, UT Police Department; Cambridge, MA Police Department; and the Charleston, SC Police Department. For additional information, contact PERF’s Executive Search Consultant, Charlotte Lansinger, at [clansinger@aol.com](mailto:clansinger@aol.com). 301-639-3020.

## Chicago Police Senior Management and Leadership Development Program

With support from the Joyce and MacArthur Foundations, PERF has initiated a specialized senior management and leadership development program for the Chicago Police Department (CPD). The purpose of this initiative is to enhance the management and leadership skills of the CPD’s Command Staff, with a focus on how they can manage change to reduce violent crime. The Chicago initiative is modeled after PERF’s Senior Management Institute for Police (SMIP). PERF held a series of one-day professional development seminars for CPD’s command staff, focusing on a range of management and leadership topics and presented by academicians, practitioners, and community representatives.

## Crime Gun Intelligence Centers

PERF’s most recent report on gun violence, *The “Crime Gun Intelligence Center” Model: Case Studies of the Denver, Milwaukee, and Chicago Approaches to Investigating Gun Crime*, describes a



new development in the battle against gun violence: using technology to streamline and support police investigations against offenders who carry firearms. These intelligence centers are collaborations among local police agencies, ATF, and prosecutors, which combine state-of-the-art analytical technology, data processing systems, and traditional detective work to analyze ballistic evidence, identify connections between seemingly unrelated crimes, and build criminal cases against gun traffickers and trigger-pullers.

This report is available at <http://www.policeforum.org/assets/crimegunintelligencecenter.pdf>.

## Body-Worn Camera Research

With the rapid emergence of body-worn cameras, research into the use and effectiveness of cameras has lagged behind their implementation in the field. PERF has research projects to help practitioners better understand the impacts of body-worn cameras. In April, PERF published *Citizen Perceptions of Body-Worn Cameras: A Randomized Controlled Trial*. This study, conducted in Arlington, Texas, found that officers equipped with body-worn cameras had a significant drop in citizen complaints, but there were no significant differences in citizens’ perceptions of their encounters with officers wearing body-worn cameras and those not equipped with BWCs. PERF’s report is available at <http://www.policeforum.org/assets/bodyworncameraperceptions.pdf>.

In another ongoing project, PERF is conducting a nationally representative survey on body-worn camera usage and a cost-benefit analysis of body-worn camera programs in selected agencies.

## Improving the Police Response to Sexual Assault

A new PERF report, *Executive Guidebook: Practical Approaches for Strengthening Law Enforcement's Response to Sexual Assault*, will be released in the near future.

This report, developed through a Cooperative Agreement from the Office on Violence Against Women (OVW), is based on technical assistance provided to the police departments in four cities—Scottsdale, AZ; Salt Lake City, UT; Fayetteville, NC; and Chattanooga, TN—to assess and improve their responses to sexual assault investigations. The Executive Guidebook documents the promising practices and lessons learned from the four agencies, along with general recommendations to improve law enforcement's response to sexual assault.

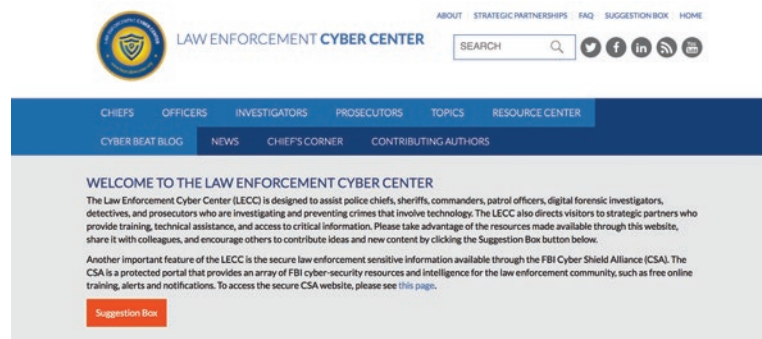
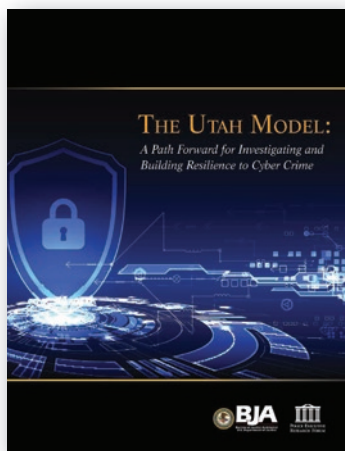
PERF also received funding from OVW to fully implement DOJ guidance on preventing gender bias in

*Investigating and Building Resilience to Cyber Crime*, describes the challenges DPS faced in creating its program and the promising practices that have emerged, so other state and local agencies may understand the issues that are involved in building cyber crime programs.

The PERF report is available at <http://www.policeforum.org/assets/UtahModel.pdf>.

## Law Enforcement Cyber Center

PERF has worked with numerous organizations, including the RAND Corporation, the U.S. Department of Justice, and IACP, to maintain the Law Enforcement Cyber Center (LECC) website. PERF will continue to work with its partners to maintain and update the Cyber Center website. The site can be accessed at <http://www.iacpcybercenter.org/>.



Law Enforcement  
Cyber Center website.

the law enforcement response to sexual assault and domestic violence. Through this initiative, PERF will provide training and technical assistance to 4 to 5 additional law enforcement agencies and their partner advocacy organizations, to implement this guidance. PERF is finalizing the selection of the project's initial sites, which will be announced after the first of the year. PERF will provide an opportunity for additional sites to apply for this assistance over the next year.

## Investigating and Building Resilience to Cyber Crime

Over the past four years, the Utah Department of Public Safety (DPS) has built a robust program for conducting cyber crime investigations, analyzing cyber intelligence, and studying the ramifications of cyber crimes on emergency management and critical infrastructure. PERF's new publication, *The Utah Model: A Path Forward for*

## Officer Safety and Wellness

PERF has two current projects addressing officer safety and wellness. With NIJ support, PERF and NORC at the University of Chicago are conducting a two-stage survey of law enforcement agencies and individual officers. This nationally representative study will document law enforcement officer safety and wellness indications.

The second project shares lessons learned from the San Diego Police Department's model wellness program. The program brings together many services that SDPD provides to San Diego police officers, civilian employees, and their family members. These services include counseling and wellness-related workshops and events. In addition, new recruits and veteran officers receive training on the unique aspects of police work that can cause harmful stress, and how employees can use the department's services to manage those stress factors.

## Outreach to Refugee Communities

PERF's May 2017 report, *Refugee Outreach and Engagement Programs for Police Agencies*, documents four departments' promising programs for actively welcoming refugees into American cities, and helping them to thrive and to understand how police departments operate in the United States. The programs were created by the police departments in Las Vegas; Boise, ID; San Diego; and Fargo, ND. PERF's report also captures the lessons learned and best practices for these types of programs, which were discussed at a PERF conference in September 2016 in Washington, DC.

This report is available at <http://www.policeforum.org/assets/refugee-outreach.pdf>.

## Engaging Immigrant Communities Using U Visas

An earlier issue of *Subject to Debate* detailed PERF's research into police agencies' use of the U Visa program to build trust in the police in immigrant communities. PERF's work on this issue was supported by the Carnegie Corporation of New York. This article is available at [http://www.policeforum.org/assets/docs/Subject\\_to\\_Debate/Debate2017/debate\\_2017\\_junaug.pdf](http://www.policeforum.org/assets/docs/Subject_to_Debate/Debate2017/debate_2017_junaug.pdf).

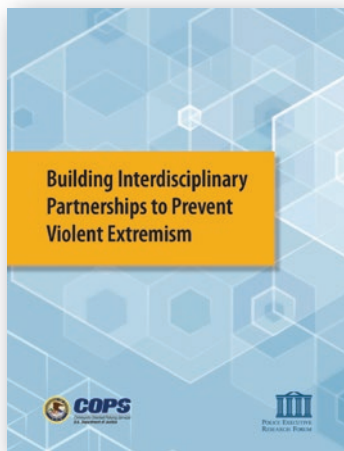
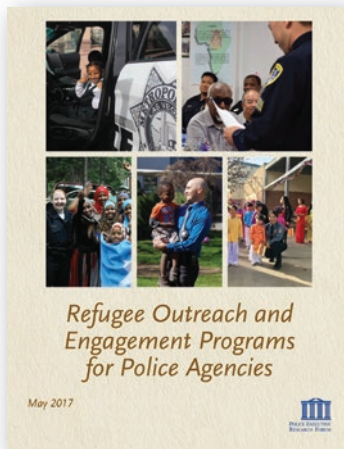
## Law Enforcement in Schools

PERF is working with RTI International to develop and implement a Survey of Law Enforcement Personnel in Schools (SLEPS). Data collection will be conducted with law enforcement agencies and officers who work in schools.

In a separate project, PERF, with support from the COPS Office, will soon be publishing *An Inclusive Approach to School Safety: Collaborative Efforts to Combat the School-to-Prison Pipeline in Denver*.

## Management Studies

In 2017, PERF conducted management studies of law enforcement agencies in Nassau County, NY; Eugene, OR; Miami-Dade, FL; the Washington, DC Protective Services Division; North Miami, FL; and the Volusia County, Florida Sheriff's Office.



## Outreach to Sheriffs' Departments

PERF has been working to actively engage more sheriffs' agencies in PERF initiatives. If you know of a sheriff's department that would like to be more involved or have ideas about how PERF can improve services to sheriffs, contact Dan Alioto at [dalioto@policeforum.org](mailto:dalioto@policeforum.org).

## National Crime Statistics Exchange


PERF, along with its partners, RTI International, IACP, SEARCH, and the IJIS Institute, has assisted in building a statistical database from a nationally representative system of incident-level records, with the ultimate goal of making NIBRS nationally representative. PERF was part of the winning team to continue work on NCS-X, with PERF slated to host panel meetings and conduct outreach over the next three years.

## Countering Violent Extremism

In March, PERF, with support from the COPS Office, released a new report, *Building Interdisciplinary Partnerships to Prevent Violent Extremism*, based on a forum held in Minneapolis. That report is available at <https://ric-zai-inc.com/Publications/cops-w0829-pub.pdf>.

As part of another COPS Office project, PERF is publishing a report on the community-led Montgomery County, Maryland program for preventing violent extremism. The report will document promising practices and lessons learned from this unique program to assist other communities that may want to implement similar strategies.

## Identifying Law Enforcement Technology Needs

PERF and the RAND Corporation are using focus groups and quantitative methods to determine key technology needs for law enforcement. PERF attended a panel on digital evidence in May 2017, one on video analytics in July 2017, and one on technology needs associated with Dark Web investigations in November 2017. 



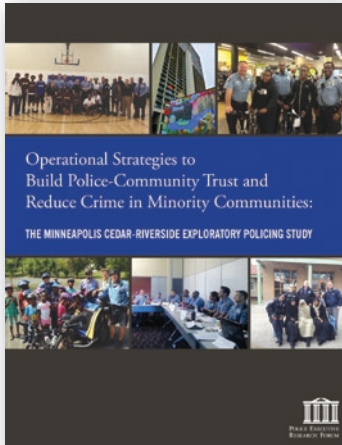
# Events to Look Forward to in 2018

## Conference: The Police Response to Homelessness

On January 24 in Long Beach, California, PERF will hold a summit on the police response to homelessness. The meeting will focus on identifying promising practices and exploring innovative approaches that can be shared and applied in communities across the country. Details are on the PERF website at [http://www.policeforum.org/index.php?option=com\\_mc&view=mc&mcid=72&eventId=537719&orgId=perf](http://www.policeforum.org/index.php?option=com_mc&view=mc&mcid=72&eventId=537719&orgId=perf).

## Report on the Changing Nature of Crime


In August 2017, PERF held a Critical Issues in Policing conference on how new computer technologies and related developments are changing the nature of crime and criminal investigations. Technologies are resulting in new types of crime, such as ransomware and “synthetic identity theft” (creating an entirely new fictitious identity in order to commit fraud, as opposed to stealing an existing person’s identity). In other cases, technologies are changing how old types of crime are committed. For example, many drug traffickers today are obtaining fentanyl and other drugs online, and shipping the drugs to customers via the U.S. mail system. PERF will soon release a report on what the experts told us at our conference.



## Forthcoming Publication: *Operational Strategies to Build Police-Community Trust and Reduce Crime in Minority Communities: The Minneapolis Cedar-Riverside Exploratory Policing Study*


PERF, in partnership with the Bureau of Justice Assistance and justice officials in Minneapolis, conducted an exploratory study applying the concepts of procedural justice and legitimacy in policing in a practical, real-world setting. This report documents the project and includes many of the important lessons learned from it. It provides information for other communities that are seeking to implement a similar model of collaborative policing and justice.

## 2018 Annual Meeting

PERF’s 2018 Annual Meeting will again be hosted in conjunction with the conferences of the Major Cities Chiefs Association and the FBI National Executive Institute Associates. It will be held in Nashville from May 29 to June 1. Highlights will include the PERF Town Hall Meeting, panel discussions, and receptions in the evenings. For more information or to register for the Annual Meeting, visit <http://www.policeforum.org/events>. 

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Williams said. “I attribute that to a few things. First, our field force commander on the ground had all the latitude needed to make decisions without calling up the chain of command if things started going badly. Second, I had all my executive staff on the ground engaging with our front-line people. Third, we communicated constantly with members of the public using every method possible. We also have a community response squad. These officers are in plainclothes and they interact with any group that wants to protest. That day, they were managing small fights on the ground and engaging with people to prevent disputes from escalating.”

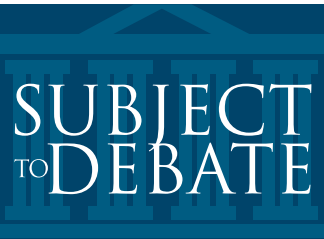
**Seattle Chief of Police Kathleen O’Toole** shared lessons she’s learned about managing major events through her roles with the Seattle Police Department, the Boston Police Department, and the Garda Siochana Inspectorate in Ireland. “These are messy situations, and you’re never going to prevent every possible development. But I’ve learned some general principles that I think apply to public order anywhere in the world. Start with a visible, soft approach, with ordinary police officers in ordinary uniforms trying to be helpful. Use bicycles. They’re mobile, they can be used as a fence line, and they’re just incredibly effective. Have public order platoons staged behind the scenes throughout the city, and use those platoons to deal with the more serious challenges if necessary.” 



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## PERF Members Discuss Critical Issues At Town Hall Meeting in Philadelphia

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