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Rick Parfitt, Florida SouthWestern State College

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VCU Community Policing and Outreach

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On the Cover
The Virginia Commonwealth University Police Department’s new noise suppression unit will be used to deter students from making excessive noise off campus and will monitor residences that receive ongoing noise complaints. For more information see the article on page 16.

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President’s Message

Collaboration Is the Key

By David Perry, President

When I addressed the membership at the Annual Conference in Montreal, I spoke about the importance of increasing our strategic partnerships. IACLEA is, and has been, involved in collaborative initiatives with many other organizations, ranging from higher education associations to federal agencies and advocacy groups.

This year, one of the board’s strategic goals is to “seek partnerships with other higher education organizations and stakeholders on topics of mutual interest.” I would like to take this opportunity to update the membership on some recent examples. Before I do that, let me share what I believe is the major reason why collaboration is more important than ever in today’s higher education environment.

In the public policy area, the national spotlight is on campus sexual assaults. This has played out in the form of a package of amendments to the Clery Act adopted as part of the Violence Against Women Act (VAWA) reauthorization. IACLEA took an active role in monitoring and providing input into the rule-making process for this new law and now institutions are in the process of revising policies and procedures to comply with the new amendments.


Legislation was introduced this summer to make further changes to the way campus sexual assaults are investigated, even before the VAWA amendments took effect.

Compliance with federal laws relies on the cooperation of a number of campus departments: public safety, student affairs, and legal counsel, to name just a few. Therefore, it is beneficial to bring together subject matter experts from the associations that represent these campus functions to promote a better understanding of federal law and regulation and thus enhance compliance among member institutions. It is also critical that we share sound policies and procedures that work with other institutions that face similar challenges. Collaboration allows us to do just that.

Last April, under the leadership of President Vickie Weaver, IACLEA joined with the Clery Center for Security on Campus and the Association of Student Conduct Administrators (ASCA) to sponsor a webinar called Institutional Responsibilities for Clery Act Compliance.

I continued the collaboration this summer when I accepted an invitation from ASCA to join forces with other higher education associations to sponsor a webinar, Negotiated Rulemaking Process for the Clery Campus Safety Act.

We were also approached by the National Association of Student Personnel Administrators (NASPA), which is one of the largest higher education associations. NASPA invited IACLEA to participate as a contributing sponsor in its annual Violence Prevention Conference, scheduled for January 11-13, 2015, in Washington, D.C. IACLEA has submitted a proposed program for consideration, and our members will receive the member rate if they register for this program.

Continued on page 3
IACLEA also teamed with the International Association of Chiefs of Police, College and University Section, and the National Center for Campus Public Safety, to take part in a summit to identify challenges and best and promising practices for conducting sexual assault investigations under Title IX and the Clery Act. This summit, held August 18-20, was hosted by the University of Wisconsin-Madison, under the leadership of Police Chief Susan Riseling. There will be a follow-up meeting and a report will be issued and disseminated.

Our challenges on these issues are complex, and it will take the cooperation of many different stakeholder groups to meet them. I believe collaboration is the right way to go. I will update the membership on these and other collaborative efforts as the year unfolds.

**Visit to South Africa for CAMPROSA**

The Campus Protection Society of Southern Africa (CAMPROSA) conference was an amazing opportunity to connect with our colleagues who serve and protect students, faculty and staff at universities in South Africa. This year’s conference was held at the Sun International Hotel in Gaborone, Botswana. From the moment I arrived Executive Director John Tunstall and his staff served as wonderful hosts. After surviving the 16-hour flight to South Africa it was a relief to be on the ground.

The conference was well attended and the training sessions were very impressive, addressing similar topics and issues we face on our campuses each day. Major training emphasis was placed on homeland security, student welfare, local police partnerships, technology and fraud prevention.

During my visit I was able to spend considerable time on the campus of the University of Botswana and the University of South Africa (UNISA). Both campuses reminded me of being on any of our campuses in the United States except parking was no problem! I was completely impressed with both campuses’ security operation and their obvious attention to community oriented policing and customer service. The University of South Africa has a student headcount of over 300,000 students including African and international students from 130 countries, making it one of the world’s mega-universities.

The trip to South Africa would not have been complete without visiting the Lion Park and the Apartheid Museum in Johannesburg. The Lion Park provided a super up-close view of animals in the wild. The Apartheid Museum offered a detailed look back at South African culture and history, highlighting the significant role Nelson Mandela played in advancing the country. Both were unique experiences in the beauty, culture and history of South Africa.
The IACLEA Accreditation Commission recently announced that five member agencies successfully achieved accreditation or reaccreditation. Two departments, the University of Houston Police Department and the Virginia Commonwealth University Police Department, acquired initial accreditation, while the other three agencies renewed their accredited status.

The University of Houston Police Department was established in 1927 as the Traffic and Security Department, with police officer commissions being carried by the Houston Police Department. Today, the university commissions their own police personnel who serve more than 40,750 students on a 667-acre campus. In 2002, the Security Services Division was formed within the Police Department to address the growing number of security officers working alongside the police officers.

Ceaser Moore Jr. is the chief of the University of Houston Police Department. Prior to his appointment in 2012, he served 28 years with the Houston Police Department, rising to the rank of captain. As a municipal police officer, he patrolled the area around the University of Houston campus so he was very familiar with the community surroundings. Chief Moore said, “When the opportunity for UH came, it just seemed like a natural fit. I am a UH product — I went to UH-Downtown for my undergraduate degree.” As chief, he oversees 50 police officers, 110 security officers, and another 14 employees who work in other administrative capacities. Besides the main campus, he supervises the security function for the UH Victoria campus and the UH Sugar Land, UH Cinco Ranch, and UH Clear Lake Pearland Teaching Centers.

Virginia Commonwealth University (VCU) Police Department, as it is known today, was born on July 1, 1970, when the VCU Board of Visitors combined the forces of VCU and the Medical College of Virginia into one unified policing agency. Agency officers patrol the urban, 144-acre campus on bicycles, in cars, and on foot. With a staff of 92 fully sworn law enforcement officers and over 250 security positions, the agency is “fast and flexible” in its efforts to maintain high visibility, quick response times and solid law enforcement services to the university community of more than 31,000 undergraduate, graduate, and professional students. Vice Provost of Student Affairs Henry Rhone commented on the varying responsibilities of the Police Department when he said, “They’re out there interacting with students and others. Our police are also public relations folks. They have to be ambassadors for the university.”

John A. Venuti is VCU’s associate vice president of campus safety and chief of police. Chief Venuti has a degree in culinary arts from the Culinary Institute of America and, a bachelor’s degree in management and leadership from Bluefield College. He is a graduate of the FBI National Academy as well as FBI LEEDS. Venuti served 26 years with the Richmond Police Department, where he served as a commander of major crimes, special investigations, and special events.

The Missouri University of Science & Technology Police Department presently employs 25 full-time employees, including 12 sworn officers, nine security guard/dispatchers, one administrative assistant, one parking control supervisor and two parking officers. Services provided by commissioned members largely mirror those of other communities and include: patrolling via vehicle and foot; responding to emergency and routine calls; investigating criminal activity; enforcing state laws, local ordinances and university regulations; and conducting crime prevention programs. A contingent of student campus service officers complements the efforts of the full-time staff.

The Police Department is led by Christine L. Laughlin, who was appointed the agency’s chief of police in March 2010. Prior to her selection, she was employed by the Kansas City, Missouri, Police Department for 27 years. Chief Laughlin earned bachelor’s degrees in education and criminal justice (1981 and 1982, respectively) from Missouri.
Western State College, as well as a professional doctorate degree in law from the University of Missouri Kansas City (1987). Her organizational affiliations currently include: International Association of Campus Law Enforcement Administrators; International Association of Chiefs of Police; FBI National Academy Associates; and Southern Police Institute Alumni Association.

The Medical College of Wisconsin Public Safety Department was formed in the early 1970s in response to the Milwaukee institution’s rapid growth. During the ensuing three decades, the Office of Security consisted almost entirely of contracted “guard” services. In 2001, under new leadership, the Office of Security began developing a long-term staffing transition plan. In early 2004 the department changed its name to the Office of Public Safety and the first MCW-employed public safety officer was hired. By 2008 the department had eliminated the use of all contracted services and was fully functioning as a traditional campus public safety organization. Today, an experienced and diverse team is adding value outside the traditional public safety realm as well. Its Physical and Technical Security Group collaborates with all levels of college employees on project management, including new construction, renovation and long-term planning. Technicians actively manage more than 300 security cameras and 700 card readers. This group also administers the college’s key and lock program. Additionally, the management team is responsible for oversight of critical functions related to insurance and risk management.

David C. Feller was appointed director of public safety at the Medical College of Wisconsin in 2007. Feller holds both his bachelor’s and master’s degrees in criminal justice from the University of Wisconsin-Milwaukee. He has also earned recognition as a Certified Protection Professional (CPP) from the American Society for Industrial Security (ASIS) and as a Certified Fraud Examiner (CFE) by the Association of Certified Fraud Examiners (ACFE). His responsibilities include directing the strategic focus of public safety, managing a $1.7 million budget and direct oversight of 19 staff members. The Public Safety Department is responsible for all emergency planning for the college and is a key participant in the development of business continuity and recovery planning.

University of Alabama at Birmingham (UAB) Police Department serves the second largest of the three-campus University of Alabama (UAB) system. The university occupies an urban campus/medical care research complex encompassing approximately 300 acres and 216 academic, residential and recreational buildings. A city within a city, UAB has over 18,500 students and more than 20,000 employees. Campus residence halls can accommodate over 2,000 students. There are also numerous visitors who come to campus. During special events, the number of visitors can exceed 50,000. Ninety-three sworn officers are organized into five principal divisions: patrol, hospital, criminal investigations, special operations/housing, and the Office of Professional Standards.

Anthony B. Purcell has 28 years of law enforcement experience, including 16 years as chief of police. His prior campus law enforcement service includes tenure as the deputy chief of police at the Georgia Institute of Technology, chief of police and director of public safety at the University of North Carolina at Charlotte, and chief of police and director of public safety at North Carolina Central University. Purcell has been the assistant vice president and chief of police at UAB since October 9, 2006. A graduate with baccalaureate and master’s degrees from North Carolina Central University, he is an active member of several professional organizations and associations, including the International Association of Campus Law Enforcement Administrators.

All of the agencies that achieve accreditation or reaccreditation during the year will be recognized during the Awards Ceremony of the Opening General Session at the 2015 Annual Conference in Nashville, Tennessee.
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*IOMA 2010-2011 Benchmark Report on Safety and Security
The National Association of Student Personnel Administrators (NASPA) appointed Jen Day Shaw, Ph.D. to the IACLEA Accreditation Commission, replacing Robert Gatti, vice president and dean for student affairs at Otterbein University, whose term on the commission expired. Shaw is the associate vice president and dean of students at the University of Florida, where her responsibilities include oversight of student conduct and conflict resolution, Disability Resource Center, new student and family programs, the Student Veterans Success Center, assistance for students in distress, as well as managing the 24-hour crisis/emergency duty for the campus and serving as chair of the Behavioral Consultation Team, the Crisis Response Team, the Protest Team and the Emergency Deans Team.

Prior to her appointment at the University of Florida in 2010, she served as the dean of students/coordinate of academic integrity at the University of North Carolina at Greensboro for seven years. In that role, she was responsible for coordinating academic integrity initiatives with faculty and students, overseeing a 24-hour crisis/emergency service, the Threat Assessment Team, disability services, Office of Adult Students, orientation and family programs, and safety matters on campus. Shaw also coordinated and provided training to staff members involved in the Sexual Assault Team.

She received her doctorate in higher education from Florida State University, her master of science degree from the college student personnel services at Miami University at Oxford, Ohio, and her bachelor of arts degree from Transylvania University. Her areas of interest are campus safety issues, crisis management, and assisting students in distress. She has presented at national conferences on these salient topics and was appointed to the national Panel of Experts for the Virginia Tech Victims Family Foundation. Currently she serves as the national chair of NASPA’s Campus Safety Knowledge Community, a forum for all higher education administrators responsible for the safety, security and emotional needs of the campus community. By encouraging member interaction through the sharing of ideas, trends, best practices, resources and research, the group fosters collaboration, awareness and support for campus safety.

The Accreditation Commission consists of twelve voluntary members, nine of whom are IACLEA members appointed by the president and confirmed by the board. Additional members are drawn from allied associations, including a student affairs officer, appointed by NASPA; a business officer, appointed by the National Association of College and University Business Officers (NACUBO); and a college president, appointed by the American Council on Education (ACE) or from one of the other three college presidents’ associations. These higher education administrators, closely associated with the role and responsibility of campus public safety, have contributed significantly to the development and management of the accreditation program.
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New Partnership with Social Sentinel, Inc.

Social Sentinel, Inc., a campus safety-focused technology company, has made a commitment to IACLEA as a three-year Corporate Partner.

“As a Corporate Partner, Social Sentinel, Inc. has made a significant investment to support IACLEA’s technological initiatives, through the creation of the mobile app, which debuted at the 2014 Annual Conference,” said David Perry, IACLEA president. “We are grateful to Social Sentinel, Inc. for helping advance the association’s goal of instituting technology to enhance the overall IACLEA member experience.”

“We are committed to supporting IACLEA and its members. Being able to have campus public safety participate in the conversations happening in the digital world is critically important to ensuring the safety of our educational communities,” said Dr. Gary Margolis, president and CEO of Social Sentinel, Inc.

Social Sentinel, Inc. helps university and college public safety officials reach their communities in the cloud, extending their safety and security initiatives to the digital space. With the Social Sentinel™ service, officials can streamline their social media monitoring operations to increase access to information about potential threats, crimes committed, behavioral threat concerns, and even gauge crowd sentiment at events so that on-the-ground teams are positioned to ensure public safety. The service also includes a community safety app to help build relationships between campus safety leaders and their students, faculty and staff — helping officials share expertise, guidance and services, and reinforce a positive and open community relationship.

IACLEA encourages its members to support Corporate Partners by inviting them to bid on projects or purchases involving campus public safety equipment, hardware, software and consulting assistance. Additional information on the Corporate Partnership Program can be found on the IACLEA web site, on the Corporate Partnership page at: http://www.iaclea.org/visitors/about/CorporatePartnership/index.cfm.

For more information on Social Sentinel, Inc. visit online at: http://www.societysentinel.com/.

2015 Award & Scholarship Applications

Plan now to submit a nomination for an IACLEA Award to be bestowed at the 2015 Annual Conference in Nashville, Tennessee, June 29 – July 2, 2015.

The IACLEA web site offers all the forms and information you need to determine what award or scholarship you or your staff may be eligible for.

Awards

Nominations will be accepted until March 13, 2015 for the following awards:

- Award for Administrative Excellence
- Award for Innovations in Community Oriented Policing
- Award for Merit
- Award for Valor

Scholarships

The IACLEA Scholarship program grants three $1,000 scholarships each year. The deadline for receiving applications and supporting materials is March 27, 2015.

Please note that there are two parts of the application; one is completed by the student applicant, and the other is completed by the IACLEA Institutional Representative who is recommending the student applicant and in whose campus security/public safety/police department the student is employed. In addition, the student applicant must submit a handwritten essay.

Share the flyer from IACLEA’s web site with your colleagues to encourage eligible students to apply.
IACLEA joined with the International Association of Chiefs of Police University and College Police Section, the National Center for Campus Public Safety, and the University of Wisconsin-Madison Police Department to sponsor a Practitioners’ Discussion of Implementing Clery/Title IX for the 2014-2015 Academic Year August 18-20, 2014, in Madison, Wisconsin.

The two-day meeting brought together about 40 college and university police chiefs, public safety directors, student affairs and Title IX staff, and other campus officials for a discussion of issues surrounding federal laws regarding campus sexual assault and misconduct.

The goal of the meeting was to identify the issues and challenges facing colleges and universities in complying with Title IX, the Clery Act and new amendments adopted by Congress. Over the years, challenges have emerged as campuses have attempted to comply with these at times overlapping and contradictory federal statutes. The Clery Act is a campus crime reporting law and Title IX prohibits discrimination based on gender in educational programs that receive federal assistance.

Associate Vice Chancellor and Chief of Police Susan Riseling of the University of Wisconsin-Madison served as facilitator. Welcoming remarks were delivered by IACLEA Immediate Past President Vickie L. Weaver on behalf of President David L. Perry, James Lyon, Vice Chair of the IACP University and College Police Section; and Kimberly Vansell, Director of the National Center for Campus Public Safety.

The first day began with presentations by Barbara O’Connor, chief of police at the University of Connecticut, and John Carter, chief of police and director of public safety at Amherst College. Both institutions implemented changes to their campus sexual assault policies after public controversies occurred on the two campuses.

UConn’s Division of Public Safety took a number of steps to provide additional resources for sexual assault prevention, training and investigation. The university created a Special Victims Unit with officers on-call 24/7, enhanced its training for officers and investigators, developed a soft interview room located outside of the police department, and created a special community policing unit to address sexual assault education, prevention and awareness. Along with these other measures, UConn established a webpage called Sexual Violence Awareness: http://www.sexualviolence.uconn.edu/

Amherst College President Biddy Martin appointed a special committee to investigate and develop recommendations. The special committee’s report is posted and available for review: https://www.amherst.edu/media/view/452118/original/Toward_a_Culture_of_Respect_Title_IX.pdf

Amherst College also developed a web page with information about sexual misconduct and harassment information. https://www.amherst.edu/aboutamherst/sexual_respect

After the two presentations, the group participated in a facilitated discussion to identify challenges in these areas: reporting, investigation (criminal), investigation (Title IX), physical evidence gathering (criminal), physical evidence gathering (Title IX), testimony-experts, hearing officers, prosecutors, courts, overlap with Clery, prevention, and training of non-legal staff.

It was the consensus of the group that a follow-up meeting should be scheduled to identify and disseminate promising practices.

A white paper on the results is expected soon.
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Supporting Membership
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FoxFury Lighting Solutions
Katherine Kearns
Punch Technologies, Inc.
Carole Tobias
SJG - The Spelman & Johnson Group
Ellen Heffernan
T2 Systems, Inc.
Irena Goloschokin

Wigtil Promoted to Baylor University Police Chief

Baylor University named Interim Police Chief Brad M. Wigtil as the police chief for the department. He succeeds former Chief Jim Doak, who retired in July.

Wigtil was named assistant chief of the Baylor Police Department in 2012 after seven years as an assistant chief and captain of the University of Houston Department of Public Safety. He also has 20 years of experience as a trainer and administrator with the Houston Police Academy and as a lieutenant with the Houston Police Department.

Mark G. Childers was named to the newly-created position of associate vice president for campus safety and security.

Childers is a 26-year federal law enforcement veteran who served in both the United States Marshals Service and the United States Secret Service, where he supervised protective operations for President George W. Bush and foreign dignitaries.

“Mark Childers brings to Baylor more than a quarter century of federal law enforcement and expertise outside of higher education, while Chief Wigtil brings a wealth of knowledge from his years in higher education law enforcement. We are pleased to have Mark and Chief Wigtil in these positions as we continue to move forward in assessing and strengthening our campus safety and security operations,” said Brian W. Nicholson, vice president of operations and facilities management for Baylor University.
The all-volunteer, student-run Virginia Tech Rescue Squad (http://www.rescue.vt.edu/) recently passed an inspection by the Virginia Department of Health’s Office of Emergency Medical Services.

The biennial inspection examined several areas for compliance including vehicle maintenance for four ambulances and three response trucks, radio and communications capabilities, mutual aid agreements with surrounding communities, and 24-hour response plans. The inspection found the rescue squad compliant in all areas examined.

The rescue squad has 40 students who volunteer their time on top of their academic studies and other activities. Stephen Bennett, captain of the rescue squad, puts in about 40 hours per week leading the organization.

“Some people think we’re being paid and don’t realize we are all students,” said Bennett, a senior forestry major from Covington, Virginia. “It’s hard being a full-time student and serving on the rescue squad. I do it because I enjoy helping people and I fell in love with it back home.”

The rescue squad handles around 1,200 calls per year. They serve the university community and the Town of Blacksburg year round, but their busiest period is during the school year. As can be expected, football games are especially busy for the squad.

In addition, the squad provides free CPR training and maintains the university’s more than 130 automated external defibrillators placed throughout campus.

The Virginia Tech Rescue Squad has been serving the Virginia Tech community since 1969. It is the oldest collegiate rescue squad in Virginia and the second oldest in the nation.

Dedicated to its motto, Ut Prosim (That I May Serve), Virginia Tech (http://www.vt.edu) takes a hands-on, engaging approach to education, preparing scholars to be leaders in their fields and communities. As the commonwealth’s most comprehensive university and its leading research institution, Virginia Tech offers 225 undergraduate and graduate degree programs to more than 31,000 students and manages a research portfolio of $496 million. The university fulfills its land-grant mission of transforming knowledge to practice through technological leadership and by fueling economic growth and job creation locally, regionally and across Virginia.
Meloyde Batten-Mickens, executive director of facilities for Gallaudet University, has been appointed to the Federal Emergency Management Agency’s National Advisory Council. FEMA Administrator Craig Fugate appointed twelve new members and reappointed two current members to FEMA’s National Advisory Council (NAC).

The NAC is an advisory committee established by federal law to ensure effective and ongoing coordination of federal emergency management activities. Members represent the whole community and include representatives from a wide array of backgrounds and communities involved or affected by the emergency management profession. The NAC consists of up to 35 members.

“FEMA is just one part of our nation’s emergency management team,” FEMA Administrator Fugate said. “The National Advisory Council serves a vital role in guiding our plans and strategies by ensuring we remain informed by diverse viewpoints and experiences from every sector of society. I value the expertise and input of each of these members, and appreciate their dedication and commitment to ensuring effective emergency management.”

The NAC provides recommendations to the FEMA administrator on a variety of issues within emergency management. For example, the NAC recently made recommendations regarding regional response and recovery capabilities as well as regarding mutual aid agreements among different units of government.

FEMA received over 200 applications for the open positions. All applicants were carefully considered through an intensive review process, which included an interagency membership recommendation panel of senior government officials. Most appointments are for three-year terms.

Additional information on the National Advisory Council, including a full list of members, is available at www.fema.gov/national-advisory-council.
Eugene Deisinger, Virginia Tech’s deputy chief of police/director of threat management, announced his intent to retire in mid-November 2014. He has served in law enforcement for 26 years in campus law enforcement, including Iowa State and Virginia Tech.

Deisinger stated, “The past few months have provided me the opportunity to reflect upon my career and personal goals. I have also needed to devote more attention and time to health care needs. Based on all of that, and through discussion with valued colleagues, I have reached the conclusion that the time has come for me to make changes that better support my personal, professional, family, and health needs.”

Deisinger earned his doctorate in counseling psychology from Iowa State University. He is a licensed psychologist, a certified health service provider in psychology and a certified peace officer.

Deisinger was a founding member of the Iowa State University Critical Incident Response Team (CIRT). This multi-disciplinary team serves as a proactive planning group and coordinates institutional responses during crisis situations. He served as the primary threat manager for Iowa State University from the team’s inception in 1994 until accepting his current position at Virginia Tech.

“During my time in campus law enforcement I have enjoyed the collegiality, mentorship, and support of the membership of IACLEA. Each of you has contributed so very much to your campus communities, and to our profession. I have personally had the blessing of working with, and learning from, so very many of you. During the darkest hours following the crises we have faced at Virginia Tech, many of you offered guidance, assistance, and prayers that helped us as an agency (and me personally) to get through the experiences. I am deeply thankful for that fellowship and support,” Deisinger said.
Community Policing and Outreach: VCU’s Collaborative and Innovative Approach

By John Venuti, Chief of Police, Virginia Commonwealth University

Virginia Commonwealth University has developed an effective, multifaceted approach to handling off-campus noise complaints.

Alleviating noise complaints on an urban campus can be challenging. Using the phrase “town and gown” does not fully reflect the university’s efforts to work with the various neighborhoods surrounding VCU.

Our community engagement strategy involves collaborative work by everyone at the university — at every level — who is involved with these issues. At VCU, positive community relationships have been built between police, university administrators, neighborhood groups, landlords and student groups.

In 2010, when I arrived at VCU, I attended a community meeting in a neighborhood that the university did not have a strong partnership with. It was clear there were problems the police department, and university, could better address. Not being committed to a neighborhood’s needs is an error in community policing; I wanted my department to be responsive and committed to VCU’s neighbors. The police department would need partners within the university to have a cohesive plan for community relations.

The use of cross-disciplinary teams has been very successful in solving complex problems in higher education. The first step was the creation of the VCU Neighborhood Team. The neighborhood team consists of the VCU Police, the Division of Community Engagement, student affairs, public affairs, student discipline, residential housing and students from fraternity and sorority life.

My staff members immediately began attending the neighborhood meetings for the diverse communities surrounding VCU. In addition, the Neighborhood Team of VCU’s Division of Community Engagement created the position of neighborhood outreach director — a liaison who attends community meetings and events. I designated an officer to handle external relations for the police department. This officer is the one point of contact for neighborhood issues, attends meetings and events and is very responsive to each community. These VCU staff members also meet monthly with a representative from each neighborhood. In this small group setting, we can frankly discuss challenges, opportunities and pursuing solutions.

One example of a successful initiative by the Neighborhood Team is Project Clean & Green Move. The Neighborhood Team partnered with the City of Richmond and area civic associations to keep neighborhoods clean as students moved out of off-campus housing. With coordination from my external affairs officer in the city’s Department of Public Works, dumpsters were available for students to dispose of trash and unwanted items that might otherwise be left in streets and alleyways. Students were encouraged to donate unwanted bulk items to area non-profits.

As university staffers and VCU police work collaboratively to address numerous community issues — our attention was drawn specifically to noise complaints.

Another example of VCU police collaborating with the city to address noise complaints (and underage drinking) is participation in the Fan District Association Party Patrol. The university is part of the “Fan” neighborhood; the Fan District Association (FDA) is the area’s neighborhood association.
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Party Patrol consists of an off-duty Richmond Police Department officer partnered with a VCU police officer. They patrol the Fan on Friday and Saturday nights from 10 p.m. to 3 a.m. during the school year. Concerned residents can call a dedicated phone number during those hours, resulting in a Party Patrol visit. This initiative keeps officers from both forces available for more urgent matters and allows for the timely handling of the residents’ concerns. The program is financially sponsored by VCU, the City of Richmond and the FDA.

Ultimately, VCU police developed a very successful strategy with the Richmond Commonwealth's Attorney's Office. For example, if police make an arrest for alcohol, drugs or a noise violation at an off-campus property, the landlord will receive a letter formally notifying him or her of the violation; the letter lets them know that they will be responsible for additional violations. In extreme cases, landlords in Richmond use the letter as a starting point to begin the eviction process for problem tenants.

In academic year 2013-2014, VCU Police assisted with the eviction of 57 people from apartments; 43 of those evicted were students. Last academic year VCU police handled 186 community complaints, most of which were noise complaints. VCU Police systematically log and track all information pertaining to all community complaints off campus. Again, most of these are noise complaints.

Initially, students are visited and notified that their actions are disturbing neighbors; we attempt to educate them and encourage them to build relationships with their neighbors to mitigate issues. During this process we identify students and track additional contact if it occurs.

I started using an electronic party registration program called PRTYSMRT (prtysmrt.com) by G3 Solutions; it allows students to register their events.

If VCU police receive a noise complaint for a registered event, VCU police communications will send the host a text message rather than dispatching officers. This process does not take VCU officers off the street and away from their primary duty of providing for the safety of the VCU community. If additional complaints are received from that same event, then VCU officers respond to the event.
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How Will the Internet of Things Revolutionize University Police Operations in California by 2022?

By Captain Tom Morris, University of California, San Diego Police Department

This article is based on research conducted as part of the California POST Command College. It is a futures study of a particular emerging issue of relevance to law enforcement. Its purpose is not to predict the future but rather to project a variety of possible scenarios useful for planning and action in anticipation of the emerging landscape facing policing organizations.

This article was created using the futures forecasting process of Command College and its outcomes. Managing the future means influencing it—creating, constraining and adapting to emerging trends and events in a way that optimizes the opportunities and minimizes the threats of relevance to the profession.

The views and conclusions expressed in the Command College Futures Project and this article are those of the author and are not necessarily those of the California Commission on Peace Officer Standards and Training (POST).

Introduction

One of the crimes that plagues college campuses is bicycle theft. Consider this scenario where an undergraduate receives an alert on his smart phone that the lock on his bicycle has just been unlocked or cut. The student knows he hasn’t unlocked the lock, so he telephones the campus police and tells them his bike lock may have been cut. After he tells the dispatcher where he had locked his bike, she selects the video camera that is closest to the bike rack. She also asks the student to open his bike lock app and give permission for the police to track his bike’s movement. As officers respond to the area, the dispatcher notifies the officers that the bike is no longer at the rack, and that facial recognition on the video camera indicates the person who has the bike is a male who has previously been arrested by the department for bike theft.

The dispatcher and the officers are able to track the bike’s movement via sensors in the bike, which display the movement on the mapping component of the department’s computer aided dispatch (CAD) system and mobile data terminals in the patrol cars. It is also linked to surveillance cameras on campus to provide images of the suspect as he heads toward the perimeter of campus. The officers are able to locate, stop and arrest the suspect and recover the bicycle before the suspect can even get off campus. This fictional bike theft demonstrates the type of integration of technologies that may soon become a part of the Internet of Things (IoT) that is starting to emerge in modern society. Although it will affect almost everything, we will look at ways it might impact public safety on university campuses. The educational setting provides police agencies in any setting a chance to see how they can best prepare to capitalize on the opportunities and meet the challenges of a fully connected world.
The Internet of Things

In January 2014 technology giant Google bought Nest Technologies (a company that sells home thermostats that can be controlled by smartphones or tablets via the Internet) for $3.2 billion. Until that time, many who had never heard about the “Internet of Things” were reading about it in articles in USA Today and other mainstream publications. The Internet of Things (IoT) describes the phenomena where everyday physical objects will be connected to the Internet, be able to identify themselves to other devices, and share data with other devices. IoT, which is also sometimes referred to as the Internet of Everything, combines technologies such as micro sensors, mobile data networks, cloud computing, data management and data analytics. It is a machine-to-machine process that in many cases does not require human interaction. Gerald Santucci, head of Unit “Knowledge Sharing” at European Commission stated, “The Internet of Things is communication between humans and objects, but also among objects” (IoT-Week-2013-Helsinki, 2013).

Many experts claim the Internet of Things is going to be a technology innovation to rival that of the Internet itself; however, most experts feel IoT is still in its infancy. The information technology research and advisory company Gartner stated in 2013 that the IoT, which excludes PCs, tablets and smartphones, will grow to 26 billion units installed by 2020. This represents an almost 30-fold increase from 0.9 billion in 2009. In the same time frame, smartphones, tablets and PCs in 2020 will only have 7.3 billion units in use (Gartner, 2013). The Pew Research Center Internet Project’s finding echoed Gartner’s. They surveyed 1,867 experts about what the Internet will be like by 2025; their findings were that most agreed there will be “A global, immersive, invisible, ambient networked computing environment built through the continued proliferation of smart sensors, cameras, software, databases, and massive data centers in a world-spanning information fabric known as the Internet of Things” (Anderson & Rainie, Pew Research Internet Project, 2014). From the highest levels of government to local parks departments, we are already starting to see evidence of this emerging reality.

The White House released a report in May 2014 that says, “We are only in the very nascent stage of the so-called ‘Internet of Things,’ when our appliances, our vehicles and a growing set of ‘wearable’ technologies will be able to communicate with each other. Technological advances have driven down the cost of creating, capturing, managing, and storing information to one-sixth of what it was in 2005.” (2014 White House Report)

“We are only in the very nascent stage of the so-called ‘Internet of Things,’ when our appliances, our vehicles and a growing set of ‘wearable’ technologies will be able to communicate with each other. Technological advances have driven down the cost of creating, capturing, managing, and storing information to one-sixth of what it was in 2005.”

(2014 White House Report)

The Internet of Things will become a significant part of the public infrastructure, which will undoubtedly have an impact on law enforcement. This is already taking place in Europe and China (Stephensen, 2012). The United Kingdom government believes strongly in the Internet of Things to the point that it increased the allocation for IoT projects from $75.08 million (USD) to $121.8 million (USD) (UK awards $75 million to develop internet of things technology, 2014). In June this year the White House hosted an event where SmartAmerica Challenge teams from across the country demonstrated their projects on how IoT can create jobs, new business opportunities and socioeconomic benefits to America. At the event, White House Chief Technology Officer Todd Park and GSA Administrator Dan Tangherlini identified the Internet of Things as a tool that could dramatically change the way government delivers services (Hochmuth, 2014).

With IoT as part of public infrastructure, even individuals who do not use electronic devices such as personal computers, tablets or smartphones will still be affected by the Internet of Things. Already there are IoT sensors in the water supplies, bridges, lighting and parking meters. In addition, many cars on the road have a number of wireless sensors that help control how the vehicle runs. Experts predict that the number of sensors in cars will expand to the point where car sensors will communicate with sensors along the road, as well as in other cars. The presence of sensors in public infrastructure creates an opportunity for law enforcement to identify the ways data from those sensors, and the objects those sensors control, can be useful in predicting, preventing

“‘We’ve never encountered a system that is so dynamic and complex and changing so quickly.’”

(Federal Trade Commission)
and detecting crime, identifying and locating criminals, and gathering the evidence necessary to convict them.

2013 IoT Workshop

At the Internet of Things Security and Privacy Workshop hosted by the US Federal Trade Commission in November 2013, it was pointed out that consumers already are able to interact with a number of devices and that individuals can have their vital signs, such as blood pressure, EKG, and blood sugar levels remotely monitored by their physicians (Federal Trade Commission, 2013b). Carolyn Nguyen, director of Microsoft’s Technology Policy Group, told the workshop audience, “We’ve never encountered a system that is so dynamic and complex and changing so quickly” (Federal Trade Commission, 2013b). Dave Evans, a futurist with Cisco, one of the leading Internet networking developers and providers, said, “The Internet of Things is the first real evolution of the Internet—a leap that will lead to revolutionary applications that have the potential to dramatically improve the way people live, learn, work, and entertain themselves” (Evans, 2011).

Richard Moulds, Vice President of strategy for Thales e-security, recently wrote that the Internet of Things is the big technology concept that will dominate the sector for years to come: “The revolution will impact much of the critical infrastructure we all rely on — utilities, transportation, smart cars, smart buildings, smart cities — smart everything” (Moulds, 2014). Edith Ramirez, chairwoman of the Federal Trade Commission, stated that we are on the cusp of even more change, a “technological leap when many, if not most, everyday physical objects will be able to communicate with other objects, as well as with ourselves” (Federal Trade Commission, 2013b). Many different sensors providing a myriad of data from many different kinds of sources is now being referred to as part of “Big Data,” defined as the “growing technological ability to capture, aggregate, and process an ever-greater volume, velocity, and variety of data” (Holdren, Moniz, Ernest, Podesta, Pritzker, & Zients, 2014). According to James Lingerfelt, senior consultant with IBM’s Global Smarter Cities Team, “The emergence of Big Data has become the newest natural resource of law enforcement” (Wyllie, 2013).

White House Report on Big Data

The White House report on Big Data indicates that these technologies provide effective tools to law enforcement and other agencies that protect our security, but they also pose difficult questions about their appropriate uses. Blending multiple data sources can create a fuller picture of a suspect's activities around the time of a crime, but it can also aid in the creation of suspect profiles that focus scrutiny on particular individuals with little or no human intervention (Holdren, Moniz, Ernest, Podesta, Pritzker, & Zients, 2014). As pointed out by Daren C. Brabham, a professor at the Annenberg School...
for Communication and Journalism at the University of Southern California who participated in the Pew Research Center survey, “We will grow accustomed to seeing the world through multiple data layers. This will change a lot of social practices, such as dating, job interviewing and professional networking, and gaming, as well as policing and espionage” (Anderson & Rainie, 15 Theses About the Digital Future, 2014).

With the increase in information that will result from the expansion and proliferation of the Internet of Things, there likely will be both opportunities and challenges for law enforcement. The question of what the future impact of the IoT might be on organizations and individuals from a law enforcement perspective is particularly meaningful in college and university environments. Identifying the potential impacts that the IoT might have on campus law enforcement will provide the opportunity for college and university police departments to make changes to prepare for those impacts.

Implications for the Future of Policing

There are two main ways that the Internet of Things is likely to impact law enforcement. One, using IoT technology to commit crimes, is already being discussed among technology field experts, although most of the discussion centers on data security and the privacy of individuals and corporations. The White House report states that online crime is an area where criminals are among the earliest adopters of new technologies. It is critical, therefore, for law enforcement to have the tools for timely access to digital evidence, as well as the means to be better prepared to anticipate, intervene in, or outright prevent certain crimes (Holdren, Moniz, Ernest, Podesta, Pritzker, & Zients, 2014). The second way, as a tool to fight crime, is also starting to be discussed, particularly by the federal government in conjunction with the large amounts of data that IoT will bring (Holdren, Moniz, Ernest, Podesta, Pritzker, & Zients, 2014). Policy makers are beginning to consider how much data generated by IoT will be available and how much of that data should be accessible by law enforcement and under what circumstances. The challenge to balance IoT and the resulting data that can benefit police with privacy concerns is illustrated in the following examples.

IoT technology can lead to residence halls that are equipped with density sensors that can detect when a large number of people are in a room, and particle sensors that detect alcohol can identify party locations on campus. Since research has shown that alcohol use is an associated factor in sexual assaults on campus (DeGue, 2014; Fisher & Sloan, 2007), information on parties where alcohol is present can permit police to take proactive steps that could help reduce sexual assaults. However, use of such sensors raises the question of whether the presence of density sensors in residence halls is an unreasonable encroachment on the privacy of the residents.

Gunshot location systems are already installed in a number of cities in the United States. By 2022 such systems installed on campuses could provide data that is almost immediately analyzed along with data from density sensors. Coupled with video surveillance and mapping applications these would allow police officers to respond quickly to campus shooting incidents already having precise indications of their location and the direction of travel of an active shooter. The technology could even initiate the campus emergency notification system automatically. Since such gunshot location systems are also able to capture conversations, however, campus administra-
Fisher and Sloan, in their book *Campus Crime*, identify seven ways that information technology (IT) is used to commit crimes on campus or using campus computer networks, including computer spying and intrusions, hacking, fraud (including fraudulent schemes, credit card fraud and identity theft), and stalking, cyberbullying and threats (Fisher & Sloan, 2007). Fisher and Sloan point out that IT-based crime has historically increased in seriousness. “As technology advances, new conceptions, constructs and terms will likely be needed to capture the essence of innovative, harmful and interrelated sets of behaviors occurring in society, inclusive of those that occur on college and university campuses” (Fisher & Sloan, 2007). While not all IT offenses are prohibited by law, eventually laws change to keep up with the innovations (Fisher & Sloan, 2007).

In a book published by the Rathenau Institute of the Netherlands, the authors note we are all connected to the Internet because of the concept of digital public space (Van t’Hof, Van Est, & Daemen, 2011). Because of the proliferation of video cameras, social networking and GPS-enabled devices, much information about individuals is already being transmitted via the Internet. The Internet of Things will increase this tremendously. As more and more household objects such as lamps, thermostats, appliances, even toilets can send and receive data device-to-device using the Internet, the amount of personal information available about individuals and the potential tracking of individuals through that personal information will escalate. One of the greatest challenges will be to prevent situations such as when burglars can tell whether homes are occupied or not because of data streaming from the IoT devices in the home, or situations where security systems for cars can be defeated because cars have so many network connections through which criminals may potentially attack (Federal Trade Commission, 2013b). As significant as the exposure to criminal activity might be, it also creates a foundation from which future crime fighting will occur.

### Internet of Things as a Tool to Fight Crime

The Internet of Things has significant potential to impact law enforcement by providing new tools to prevent crime and apprehend criminals. Because predictive analytics used by law enforcement depends upon data, the increase in data promised by the IoT has the potential to bolster predictive analytics, as well as prompt new ways in which those analytics can be used. A study on privacy, found that when it comes to criminal investigation and emergency management, individuals are willing to allow more personal data to be available to public safety organizations than they are comfortable with being available to the public digital space in general (Van t’Hof, Van Est, & Daemen, 2011). The challenge will be how to access, collect, store and analyze the data, and then figure out how that data can be used to predict criminal activity and what actions to take as a result of that prediction.

Since the IoT also has potential for providing law enforcement access to devices, and not just data, it can help law enforcement determine what actions to take in response to indicators generated by predictive analytics fed by IoT data. For example, there are already bicycle locks that can be locked and unlocked via smartphone apps (Lock8, 2013). If analysis of bicycle thefts shows a strong potential for theft in a particular area, it might be possible for law enforcement to request access to the bike locks in that area, to be able to identify any locks that are not properly secured, so that law enforcement can notify bicycles owners of the potential for theft.

The ability to access data from IoT objects and access to IoT objects themselves can create better tools to identify criminals, even without any human action being taken. The ability to access data from IoT objects and access to IoT objects themselves can create better tools to identify criminals, even without any human action being taken. An illustration of this would be if sensors recognize that a particular part of a parking lot is dark because of a lighting malfunction, the information could be sent to a security surveillance system, which then automatically redirects cameras to that portion of the parking lot (also generating a repair ticket to the light repair division). Likewise, automated license plate readers (ALPR) could detect that a vehicle has entered a parking lot, and then moved to another parking lot even though there were parking spaces available in the first parking lot. That information would then prompt security cameras to zoom in on the vehicle to capture images of the occupants, as well as track the vehicle as it moves through the lot. Simultaneously, a notification of the suspicious activity could be made to the police dispatcher at the university police department. The installation of particle detectors that can detect chemicals or temperature sensors that can detect the discharge from aerosol cans can provide campuses with an effective tool to quickly identify vandalism while it is occurring so the police can apprehend the vandal. Even publicizing the presence of such detectors might deter such behavior on campus.

### Recommendations for Law Enforcement

The increase in information being shared across the Internet among devices and sensors originating from individuals, devices, systems, objects and even infrastructure will create both opportunities and challenges for law enforcement. The question of the future impact of the IoT on organizations and
individuals from a law enforcement perspective is particularly meaningful in college and university environments. This is because colleges and universities tend to be more digitally connected than many other organizations and are populated by individuals who tend to adopt technology sooner and more widely than other individuals without as much concern for privacy (Shacham, 2013). The campus community is often connected to the Internet through large central networks that serve multiple campus entities and operations, including student residences. Identifying the potential impacts that the Internet of Things might have on campus law enforcement will provide the opportunity for college and university police departments to make changes to prepare for crimes and other challenges caused by the Internet of Things, and to explore ways to use the new technology to prevent and solve crimes.

Because of the IoT’s potential to affect the campus community — the individuals that study, work and live in the campus, along with the college or university infrastructure, it is important to identify the risks it poses to the privacy, safety and security of the campus community. Campus law enforcement agencies need to start paying attention to the privacy and security issues being raised about the IoT. As it begins to proliferate on campuses, law enforcement and campus administrators are aware of the implications for the collection and use of the data from IoT devices in addition to the risks that the devices and networks can pose to individuals and the campus itself, if they are hacked.

Law enforcement should begin now to consider how to collect, store and use the data that will be available from all the devices connected to the Internet. With federal, state and local governments making the move to cloud computing and data storage (Montalbano, 2011) the issue of data storage from the Internet of Things may already have a solution. The big challenge will be collecting and analyzing the data. As John J. Sloan III and Bonnie S. Fisher point out in their book *The Dark Side of the Ivory Tower, Campus Crime as a Social Problem*, “As security needs of modern colleges and universities has grown ever more complex, technology has increasingly come to the fore as the primary means to address those needs” (Sloan & Fisher, 2010).

Mike Redding, managing director at Accenture Technology Labs pointed out, "Social media, sensors, and embedded devices expand the ability to gather data from previously unexplored areas. One challenge is to design for analytics — creating a strategy that sees data more
as a supply chain than a warehouse” (Violino, 2013). As tools mine countless new unstructured data sources, the problem is no longer the absence of enough data, Redding says, “It’s making sure you aren’t missing out on the data you really need while spending too much on data you don’t need” (Violino, 2013). Last year Rutgers University’s School of Criminal Justice undertook a study to use big data and analytics to assign probabilities of crime occurring in specific areas (Collins, 2013). With the results of studies like this and off-the-shelf applications that are likely to be developed, campus law enforcement should be able to find ways to harness the data the Internet of Things has to offer and put that information to use to protect their communities more effectively.

While there are already devices and applications in place that fall into the category of the Internet of Things, much is unknown about how pervasive the technology will be or what uses can be developed to take advantage of the emerging technology. It will require that technologies such as wireless network architecture, wearable computing, big data, cloud computing or in-house server data storage, software applications and security protocols be examined to find a way they can all work together in creating a technology that can be put to use in making the campus safer. Law enforcement agencies will need to monitor the technology as it evolves, and to partner with IT departments to identify ways in which the campus and its people are potentially vulnerable. The campus law enforcement departments should also partner with facilities departments, parking departments, streets departments, housing departments, grounds departments, planning departments, etc. to collaborate on exploring ways that the campus can incorporate IoT into the campus infrastructure and physical security systems and to make IoT part of the crime prevention through environmental design strategy.

Cost is always a factor for law enforcement agencies looking at new tools. While the cost of microelectromechanical systems such as accelerometers, gyroscopes and pressure sensors has fallen by 80-90% in the past five years (Witchalls, 2013), the cost is expected to go even lower with developments under way in the field of power sources such as batteries and energy harvesting, (when energy is derived from external sources, e.g., solar power, thermal energy, wind energy, salinity gradients, and kinetic energy) that can be captured and stored for small, wireless autonomous devices. The infrastructure needed for wireless data has also fallen significantly from a few years ago, when Wi-Fi routers that used to cost around US$200 are now US$10 (Witchalls, 2013). Cloud computing and off-the-shelf analytic software can also make IoT an affordable tool for law enforcement.
Conclusion

The Internet of Things is about people, devices and processes being connected to the Internet. The data that the devices and sensors will provide potentially increase crime vulnerabilities to individuals and organizations but also likely create new tools that law enforcement can use to combat those crime vulnerabilities. Thousands of people are on college and university campuses every day, so providing for their security and safety, the protection of their property, and the property of the campus is a serious responsibility.

Because many college and universities have more technological resources and tech-savvy users than much of society in general, the potential benefits and pitfalls associated with the Internet of Things are particularly applicable to colleges and universities. The campus environment uniquely allows the campus police to try philosophical and tactical innovation (Fisher & Sloan, 2007). Campus law enforcement agencies have the responsibility to be proactive in defending against challenges brought about by the Internet of Things, along with responsibly and effectively exploring tools offered by the Internet of Things to make the campus a safer place to live, learn, work and visit.

References


The lives of Americans changed forever after the mass casualty shootings on our schools and colleges; places like Columbine and the tragedy at Virginia Tech are indelibly marked in our consciousness. As with other horrific events of their time, the country also lost a sense of security after President Kennedy’s assassination and the attacks on the World Trade Towers. Mass casualty shootings in our schools, malls and other areas continue to make news and to some extent each of these events happened because the actions and behaviors of those who perpetrated these crimes were not recognized for the risk they presented. Since this type of violence instantaneously makes the news, some may believe this is an epidemic or the only violence we should be concerned with. However, we should not limit our interest to mass casualty shootings, we may be able to detect or prevent other violence if the behaviors are recognized and an intervention takes place.

Principles of crime prevention have taught us that crime can be prevented through “target hardening”—visible defenses with the goal of making the effort more difficult or too risky for an offender to commit a crime. Target hardening should be part of what we do to protect ourselves from any crime, not just crimes of opportunity, but this concept becomes more difficult when protecting ourselves from predatory acts or what is called “targeted violence”.

**Targeted Violence**

Targeted violence is defined as violent incidents involving an identifiable subject who possesses the intent and potential to cause harm to an identifiable target (Bulling & Scalora, 2013). Targeted violence does not seem to generate the same media interest as other violent crimes, unless it involves mass casualties, but these are the crimes that offer us the most opportunities to prevent them, rather than, say, violent impulsive or reactive criminal acts.

**Two Types of Violence**

Researchers studying criminal violence commonly identify two prominent types of violence or aggression: violence reactive and instrumental violence. Reactive violence, the most common, occurs when someone feels threatened or in danger and reacts. There are two cardinal characteristics of reactive violence—a reaction to some provocation, which may include insults and threats, and arousal of hostility, which may involve anger, resentment or fear (Cornell, 1996; Smith, O’Toole & Hare, 2012).

Instrumental violence, typically engaged in by psychopaths, is unprovoked violence, cold-blooded and predatory. In these cases a victim does little or nothing to incite the offender. Two cardinal characteristics of this type of violence are planning (acting as a means to an end rather than self-defense) and goal-directedness (not emotions, which are generally low and secondary to the crime) (Cornell, 1996; Smith, O’Toole & Hare, 2012).

**Leakage**

No, we will never be able to prevent all such acts of violence, but with a change in culture we may save more lives. Following the tragic events at our schools and colleges panels and task force reports examined all aspects of these crimes. We have learned that before most of the school shootings there were warning signs of impending violence, described as leakage:

“A person may intentionally or unintentionally reveal clues to feelings, thoughts, fantasies, attitudes, or intentions that can signal an impending violent act. These clues can take the form of subtle threats, boasts, innuendos, predictions, or ultimatums. They may be spoken or conveyed in stories, diary entries, essays, poems, letters, songs, drawings, doodles, tattoos or video” (O’Toole, 2008, p. 16).

**Changing the Culture of Reporting Suspicious Behavior**

*By Chief Rick Parfitt, Florida Southwestern State College*
Task Force Reports

From these various task force reports we have learned of the need for: behavioral intervention teams/threat assessment teams; improved mental health services, better and quicker tactical police responses, improved communication systems, and comprehensive practical emergency plans and responses.

The task force reports indicate that schools and colleges failed to connect the dots or put various pieces of behavior together to make an informed notification, partly because the behavior wasn’t seen as threatening or of concern. Do we need to better define the important elements of leakage? Are there red flags that should trigger intervention? Are we allowing too much guesswork in this area? And when should we refer those cases to someone or some group to better assess or manage the behavior of concern?

Information sharing is a key component in identifying concerning behavior. Dr. John Nicoletti, part of the Police Executive Research Forum Police Response to Active Shooter Incidents describes the problem like this. “Someone has noticed something unsettling about a person’s behavior, but decided they had no reason for worry.” Nicoletti said that you will often hear the word “just” inserted in the descriptions of the person who attacks “he was just joking, that’s just the way he is, or he was just having a bad day” (p. 30).

What clues are we missing? How should school officials, law enforcement and others respond? We need a cultural shift in recognizing and reporting suspicious behavior, and officials must recognize, evaluate, assess and investigate citizens’ calls for behavior they consider unusual. Law enforcement must not get trapped in the mindset of “the behavior is not criminal so it doesn’t concern me.”

In a message from the Association of Threat Assessment Professionals regarding the shooting at the University of California, Santa Barbara, these incidents are highly preventable when pre-incident indicators are recognized, reported and acted upon (Tobin, 2014). Many of the task force reports published after the Virginia Tech shootings have said that identifying students who pose a risk, improving information sharing and recognizing early warning signs of emotional crisis are extremely important in preventing this violence.

Continued on page 30
One area that does not seem to generate as much attention as it should is the process or ability to determine what is suspicious, threatening or dangerous behavior and how our campus community members view it and make initial assessments or decisions to report what they see. We know from research there is no useful profile of a mass shooter, or those intent on targeted violence, but there are behaviors that should be identified as potentially threatening, and we need our communities to be aware of what they are.

**Training to Recognize Behavioral Signs**

Law enforcement officers train and work at looking for suspicious behavior. Their job has them performing risk assessments and interventions all the time. “They are used to making fast, reliable decisions on limited information and they know where and how to immediately retrieve critical pieces of information,” but even they sometimes miss the behavioral signs or cues (O’Toole & Bowman, 2011, p 274). Many times this ability comes with experience as much as or more than training, and the behaviors must be viewed relevant to particular geographic areas or cultural concerns. But we can do a better job of informing people about what to report, to define what is suspicious, threatening and potentially dangerous.

We sometimes refer to intuition or gut instincts when reporting behaviors of concern, but we can’t leave this to guesswork. From a policing perspective, the behavior in question, behavior that raises an officer’s suspicion has typically been based on a criminal act or behavior that can be harmful to self or others. We must start thinking differently and educating others to think differently—suspicious behavior cannot be so narrowly defined. Whether the behavior constitutes a criminal act or can be grounds for an involuntary mental health commitment is not all that we need to be concerned with. We need to look for behavior that may show some escalation toward violence, subtle or not-so-obvious cues, the leakage described earlier.

For standard police work, an officer must be able to describe behavior in a manner to establish reasonable grounds for an investigative detention and to a greater degree to establish probable cause for arrests. The landmark United States Supreme Court case of Terry vs. Ohio, decided in 1968, involved a police detective observing men suspiciously walking past a business several times. Based on his experience he stopped and questioned the men, finding two of the three were carrying handguns. The court searching police databases for information may not be enough. Searching social networks, blogs or other public sites may provide the needed information.
ruled, ‘in determining whether the officers acted reasonably in such circumstances, due weight must be given, not to his inchoate and unparticularized suspicion or ‘hunch,’ but to the specific reasonable inferences which he is entitled to draw from the facts in light of his experience (Terry v. Ohio, 392 U.S. 1).

Making an initial investigation, officers must get a complete picture of what has occurred. When evaluating behavior every officer is assessing that behavior for criminal acts or dangerousness, but also must recognize that all behavior occurs on a continuum and the officer may not know where on that continuum the suspicious person falls. The officer may not know what the person’s baseline behavior is, and that may require additional questions or investigation. Searching police databases for information may not be enough; searching social networks, blogs or other public sites may provide the needed information. At what level does the behavior rise to a potential threat? Many of these individuals do not have a criminal history, but they may give clues to their behavior through social media sites.

The traditional role of policing is evolving. Crisis intervention training is becoming a standard training concept for patrol officers, and the investigation of reports of suspicious persons takes it to a new level, in light of the cases that have occurred the past twenty years. The federal Suspicious Activity Reporting project (SAR) and the Department of Homeland Security “If You See Something, Say Something” campaign focus on reporting behaviors to detect and prevent crime and terrorism-related criminal behavior. Many behaviors described in these two programs are not unlawful alone, but may require further investigation and assessment before taking action. Shootings, barricaded shooter and other criminal acts have come to the attention of the police reported as sometimes innocuous or nuisance behaviors until responding officers learn otherwise. Officers looking at behavior through the traditional policing lens may be missing signs that behavior is moving toward greater violence than the officer may initially sense.

How do we train our community about which behaviors may be suspicious and about the need to report those behaviors? Encouraging the reporting of suspicious behavior is only part of the issue. Questions arise as to who should receive these reports. Do community members feel that they won’t be taken seriously, that they don’t want to bother the police/someone with their report? There should be a mechanism in place that allows and encourages reporting be-

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behavior, whether it’s to the police, dean of students' office, a behavioral intervention team or other persons/officials.

Colleges, schools and some police agencies are working to connect those dots that are missing from traditional police responses. Behavioral intervention teams and LAPD’s Threat Management Unit are examples, but behavioral intervention teams can act only on the information they know or that they seek out.

Many times a violent act is preceded by a threat. And they can only do that if they or the people observing the behavior understand the significance of that behavior. Some college and university web pages list or define threatening or disturbing behavior, but the reality is that not everyone views behavior the same because of age, ethnicity, education, life experiences and a myriad of other factors. Students, faculty and staff see the world and behavior differently, and not all eccentric behaviors or behaviors of those with emotional or mental health problems are threatening. We know that most people with mental illnesses are not dangerous, but many dangerous people have mental illness. How and when do we want individuals to determine that a certain behavior is or is not threatening?

Research
Where do we start? All of the task forces reporting on school violence have reported the need to educate faculty, staff, family members and especially students about how best to recognize signs and know indicators of violence, suicide and mental illness, and behaviors that signify a potential threat to the campus community. Currently the greatest fear on colleges and elsewhere is an active shooter, an individual actively engaged in killing or attempting to kill people in a confined and populated area (Active shooter/mass casualty incident’s 2014). Active shooters committed to this type of violence plan for these attacks for hours, days, weeks or even a year or longer. During this planning and readying, there are changes in the person’s behavior, warning signs, that include visible, verbal, written or any combination of these behaviors. This is the time that classmates, neighbors, family, co-workers and others must be able to recognize the warning signs (Gaffney, 2014).

Many times a violent act is preceded by a threat. The threat may have been explicit or veiled, spoken or unspoken, specific or vague, but it may not have been recognized. In other instances, behavior may be observed by others, that might suggest the potential for some type of violent act to occur. In other cases it may be the off-hand remark or comments made to people close to the individual that may suggest problematic behavior. Dealing with threats and/or threatening behavior—detecting them, evaluating them and finding a way to address them —may be the single most important key to preventing violence. According to the FBI, any workplace violence strategy must include measures to detect, assess and manage threats and behavior, and the best plans for threat assessment and response will be useless if people don’t know that a threat has been made. Detecting threats depends in large measure on the workplace culture. To help identify threats, training people to recognize and detect out-of-bounds behavior or other warning signs is important (Rugala, 2002).

Researchers have provided a number of warning signs and clues to look for. Many of the behaviors studied and identified are certain to cause someone to notice and report the individual, but what about the subtle behaviors? Faculty, coworkers, neighbors, families and others noticing behaviors should report them, which will hopefully lead to some investigation or interdiction. Some of the best experts have researched and written about warning signs and behavioral clues to help identify and prevent violence. We should use this information to build training programs for our communities. A brief description of their research shows the value of and need for information to reach our staff, students, co-workers, neighbors and families.

Threat assessment experts Turner and Gelles, in their book Threat Assessment: A Risk Management Approach, describe workplace violence indicators in four categories: verbal clues, bizarre thoughts, behavioral clues, and obsessions. Many people would recognize a number of these behaviors, but unusual behaviors described by the authors as bizarre thoughts include “a significantly deteriorated thought process” and hallucinations commanding a person to do something. Behaviors described as obsessions include those with a “narrow focus,” or seeing no way out, or those that believe they have run out of options. What is critical to assessing a threat is that the person who receives this information must recognize and understand the significance of it (2003, p.17).

The typology of warning behaviors identifies eight behaviors that can indicate a risk of targeted violence. We have seen police accounts in the news that have described many, including these two, —(1) the “fixation warning behavior”—persons who show an “increasingly pathological preoccupation with a particular person or a cause,” (2) “identification warning behavior” — an individual identifies with or emulates previous attackers or assassins, like copycats of the Columbine shooters (Meloy, Hoffman, Guldimann & James, 2012).

In studying mass murder, Fox and Levin write that behavior signs may be directly related to killers with their motivational typology. They describe offenders as having one or more of five motivational factors: power, revenge, loyalty, profit and terror. The authors say that these factors can either precipitate violence or facilitate the extent of the carnage (2012).
Former FBI agent Mary Ellen O’Toole, in Dangerous Instincts, writes from a law enforcement perspective, describing three levels of problematic behavior: concerning, threatening and dangerous. She also describes fifteen traits that can cause a person to become dangerous. Some of the traits seen in mass shooters include “objectification of others” or a dehumanizing of others and “injustice collecting” with real or imagined injustices and the responses to those “injustices” being extraordinarily disproportionate (O’Toole & Bowman, 2011).

**Conclusion**

With this wealth of research we need to train staff, students, family and community to better identify, recognize and then act on concerning behavior. We must train law enforcement and security personnel to investigate, evaluate and assess information they receive about behavior that is concerning to someone who reports it. Will we respond to behavior that in fact turns out to be harmless or innocuous? Of course, but better to have investigated, evaluated or assessed behavior that turns out to be harmless than to respond to a tragedy and learn that clues were missed, that we didn’t connect the dots. Hopefully an investigation will lead to intervention or management of the behavior. We need to change the culture of reporting and responding to concerning behavior.

**References**


**About the Author**

**Rick Parfitt** is the director of public safety/Chief of police at Florida South Western State College (formerly Edison State College) in Ft. Myers, Florida. He has served there since 2007. He has served in law enforcement for 36 years in both Pennsylvania and Florida.

Parfitt has been an IACLEA member for about 14 years. He is also a member of the National Behavioral Intervention Team Association (NaBITA) and the Association of Threat Assessment Professionals (ATAP).

Parfitt earned his bachelor of arts degree from the University of Pittsburgh and his master’s degree from California University of Pennsylvania. He is a graduate of the FBI National Academy, 195th session.
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Community Policing and Outreach: VCU’s Collaborative and Innovative Approach
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About the Author
Assistant Vice President for Public Safety
John Venuti became VCU’s chief of police in February 2010 and rose to his current position in November 2013. He had previously served in the Richmond Police Department for more than 25 years, rising to the rank of major overseeing the department’s support services, including the major crimes, cold case, forensics and fugitive units and the force investigation and sexual assault teams.

Venuti received his bachelor’s degree in management and leadership from Bluefield College and has completed the FBI National Academy, among more than two dozen law enforcement and management training programs sponsored by federal and state agencies.

VCU employs the largest campus law enforcement agency in Virginia and one of the largest in the nation, with 92 sworn officers, more than 200 security personnel, civilian employees, an on-campus dispatch center and an accredited police academy.


About the Author

Tom Morris is the operations captain for the University of California, San Diego Police Department. He has 26 years experience in law enforcement. He earned his master’s degree in public administration from the University of Nebraska at Omaha and his bachelor’s degree in public administration from San Diego State University.

Morris is a graduate of the FBI National Academy (Session 226) and a graduate of the California Peace Officer Standards and Training Sherman Block Supervisory Leadership Institute. He completed the California Police Officer Standards and Training Command College in September 2014.

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