

TECHBeat

*Dedicated to Reporting Developments in Technology for
Law Enforcement, Corrections and Forensic Sciences*

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NLECTC
National Law Enforcement and
Corrections Technology Center
A Program of the **NIJ**
National Institute of Justice

TechBeat is the bimonthly newsmagazine of the National Law Enforcement and Corrections Technology Center System. Our goal is to keep you up to date on technologies for the public safety community and research efforts in government and private industry.

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The National Law Enforcement and Corrections Technology Center wants to know your technology needs and requirements as a law enforcement or corrections professional. Use the form at https://www.justnet.org/tech_need_form.html to describe tools that would enhance the safety and effectiveness of your job. This information from practitioners is used to inform the National Institute of Justice (NIJ) research, development, testing and evaluation process and to make recommendations on prioritizing NIJ's investments across its various technology portfolios.

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CUTTING-EDGE *Vacuum Technology*

Locates Hard-to-Find **DNA**

By Becky Lewis

Ladies and gentlemen of the jury, DNA evidence is not like on television. You just don't find it lying around on a rock.

Well, with a new DNA collection method based on wet-vacuum technology, sometimes you can.

This cutting-edge technology uses a hand-held device that sprays a solution on a surface to detach and suspend target DNA material, and vacuums the fluid into a removable bottle. Using a concentrating filter apparatus or the spin method, the technology has obtained admissible results in cases where traditional methods have come up empty, including a cold case investigation conducted by the Wasatch County (Utah) Sheriff's Office.



Some 18 years later, a private lab that had worked with the sheriff's office on other difficult cases suggested using this new vacuum-collection technology.

On Dec. 6, 1995, a local rancher and his son found the body of Krystal Lynn Beslanowitch, 17, along the Provo River near Midway. During the initial investigation, forensics examinations requested by the sheriff's office on rocks found near the body were suggestive, but not conclusive, for DNA evidence; the sheriff's office kept them, along with other evidence, in storage.

Some 18 years later, a private lab that had worked with the sheriff's office on other difficult cases suggested using this new vacuum-collection technology. Wasatch County sent the rocks in for processing, and the report helped lead to an arrest the following month, in September 2013. According to Chief Deputy Jared Rigby, Wasatch County uses the Utah State Crime Laboratory for most cases, but, "When things get a little bit trickier and we need cutting-edge technology, we go to the private lab."

Another Utah agency that also takes its tricky cases to the same private lab is the West Jordan Police Department. Senior Crime Scene Investigator Francine Bardole had researched the new technology, and when she discovered it was produced in Utah, she requested a demonstration for West Jordan administrators and herself.

"The demonstration was interesting and it made sense," she says. "It can be used not just to prove someone's guilt, but also to prove someone's innocence. We used it in one case where we had primary and secondary profiles, and neither of them matched the suspect."



Bardole has put the technology into limited use for over a year, but she tends to be selective about employing it because of the cost involved in sending the filters to the private lab.

“I would use it so much more, but our state lab in Utah has not validated its use as other states have. When it is validated, I have no doubt, just from my own experience, that it will help solve many cases,” she says.

One case Bardole selected for its use involved an incident of child sexual assault.

“I had a small pair of underwear that I sent to the state lab. I used a laser light to look for biological fluids,” Bardole says. “The presumptive test for semen was positive. I sent the item to the lab. The lab did traditional swabbing and cutting, and after several months said they found nothing of value.

“I kept thinking there had to be something. I had hardly anything left from the small pair of underwear after the lab had done several cuttings, but I used the vacuum technology on the remnants and sent the filter in for

processing to a private laboratory. This lab found six male contributors on the underwear, however, only one primary DNA profile.”

She explains that doesn't mean the crime had six perpetrators; for example, there is the possibility that the DNA could have come in contact with garments being placed together in a laundry basket or laundered together. It was later found that the primary profile from the underwear did not match the suspect's DNA.

“I told the laboratory we were looking for a male perpetrator, so they took out all the X chromosomes and developed only the Y chromosomes [which are unique to male DNA]. In all, it took about six weeks to get the results, and to get results from a state lab usually takes six to eight months,” Bardole says. “I think this is a cleaner way of getting DNA. It's self-contained and I am able to submit a filter to the lab instead of bags of evidence. I believe this saves time for the laboratory, as they are overwhelmed with DNA cases.”

The vacuum technology does carry a higher price tag than conventional technology, but Bardole says it needs to be weighed against the labor hours saved and the additional time in which the perpetrator remains at large, possibly even offending again.

For more information on these agencies' use of the forensic vacuum technology, contact Francine Bardole at francine@wjordan.com or Jared Rigby at jrigby@co.wasatch.ut.us. For information on the projects and programs of the National Institute of Justice forensics technology portfolio, contact Gerald LaPorte, Director, Office of Investigative and Forensic Sciences, at Gerald.LaPorte@usdoj.gov.





CELL PHONE FORENSICS

Play Key Role in
GATHERING INTELLIGENCE

By Becky Lewis

The facility search team completes its first sweep with the newly trained cell phone sniffing dog, coming up with a bagful of contraband ranging from old-style flip phones to the latest in smartphone technology.

Now what?

A new online publication produced by the National Institute of Justice Corrections Technology Center of Excellence (NIJ CX CoE), *Cell Phone Forensics in a Correctional Setting Guidebook*, provides potential answers to that question. In general, the publication discusses the importance of cell phone forensics to correctional institutions and provides suggestions on how agencies can develop their own forensics programs, since many state and federal laboratories are overwhelmed by huge backlogs. The CX CoE is part of NIJ's National Law Enforcement and Corrections Technology Center System.

“You’ll often hear people say ‘All we have to do is jam them,’ or ‘If we establish managed access and render them paperweights, that’s all we need.’ This lack of understanding of the technology is a real concern,” says John Shaffer, CX CoE program manager for institutional corrections. “Even when you cut off the ability to make a voice call, phones can still be used for a lot of other things such as taking still photographs, making videos, word processing and local text messaging. Some phones allow the user to select the carrier, possibly by-passing managed access systems. All of those things are still a risk and the phones should still be considered contraband. I’ve always been an advocate of recovering the hardware and conducting a forensic analysis so you don’t lose the potential evidence.”

“The problem of contraband cell phones is reaching epidemic proportions,” says CX CoE Director Joe Russo. “The mission should be not to just recover the phones, but also to maximize their intelligence value. There’s a lot of data on these phones that could uncover criminal acts and lead to arrests. The data can also assist in identifying linkages between

inmates and persons in the community. Correctional administrators need to understand a confiscated device could give you a lot of information.”

“Because contraband cell phones are a relatively new phenomenon, many correctional facilities are not yet using forensics,” he adds. “They need to learn to use all the tools and resources at their disposal. It’s not just about collecting the confiscated phones, putting them in a box and giving it to charity.”

The NIJ Institutional Corrections Technology Working Group established developing a product to meet this need as a priority approximately three years

“The problem of contraband cell phones is reaching epidemic proportions. The mission should be not to just recover the phones, but also to maximize their intelligence value.”

--Joe Russo, Director, Corrections Technology Center of Excellence

Available for download at
www.JUSTNET.org



**CELL PHONE FORENSICS
IN A CORRECTIONAL SETTING
GUIDEBOOK**

NIJ NLECTC

ago, and the CX CoE tasked Shaffer, who retired after 31 years of service with the Pennsylvania Department of Corrections, with leading the effort. The project included a market survey of available hardware and software, literature reviews, Internet searches, and convening a group of subject-matter experts that included experienced corrections professionals (some of whom were also experienced in cell phone forensics), as well as skilled technologists. Participants in a series of three CX CoE webinars on dealing with various aspects of the contraband cell phone problem also provided input through their responses to online polls.

Through all these tools, one common theme emerged: Many corrections professionals share a belief that stopping inmates from using phones, whether through some form of managed access or through locating contraband, is all that is needed to address the problem.

“I’ve been involved in the fight against contraband cell phones from early on,” Shaffer says. “I can’t say that I was surprised by the lack of awareness about the potential security intelligence stored on contraband cell phones and the importance of cell phone forensics. I think there’s really a need to get that message out.”



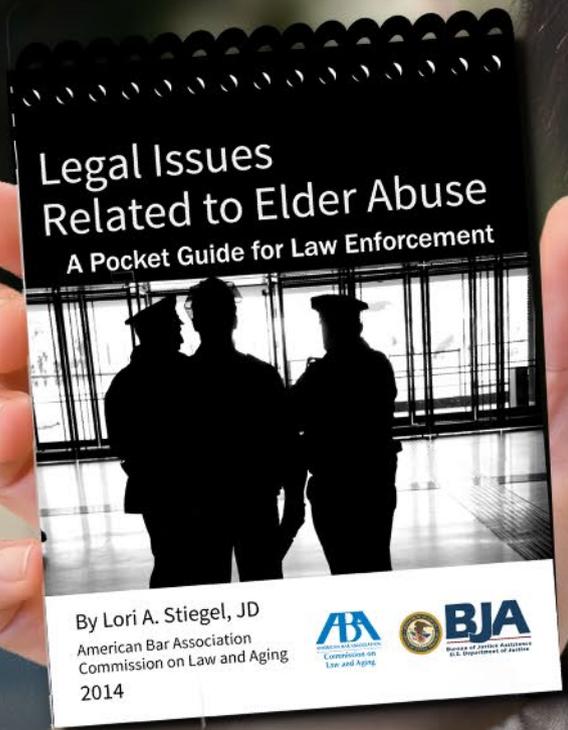


Cell Phone Forensics in a Correctional Setting Guidebook gets that message out through an explanation of the evidentiary benefits of a cell phone forensics program, a review of the technology available to help agencies examine contraband cell phones, an outline of the issues involved in starting an internal cell phone forensics program, and a synopsis of relevant legal issues and case law.

“It’s important for people to know that there is no one technology that will solve all their problems. It’s just like anything else in security and corrections, you need a multipronged approach where stopping phones from coming in in the first place is key,” Shaffer says.

“Ten years ago correctional agencies weren’t thinking much about cell phones and now they’ve had to develop a whole new capacity,” Russo says. “Developing the internal capacity to examine them is probably something that every agency should consider if there is any kind of a cell phone problem. On the other hand, it’s not for every agency. If you find only a few in a year, there are external resources you can use, and the guide provides information on that too.”

Download Cell Phone Forensics in a Correctional Setting Guidebook from <https://www.justnet.org/pdf/00-Cell-Phone-Forensics-1020-FINAL.pdf>. For more information on the projects and programs in NIJ’s correctional portfolio, contact Jack Harne, corrections technology program manager, at Jack.Harne@usdoj.gov or (202) 616-2911.



LEGAL ISSUES

Related to

ELDER ABUSE!

GUIDES FOR LAW ENFORCEMENT

By Michele Coppola

Abuse of the elderly can take many forms, including physical, emotional, neglect, and misuse of funds, assets and property. Perpetrators can be family members, caregivers or a stranger on the other end of a telephone line. Two guides are available to help law enforcement officers, prosecutors and others recognize abuse indicators and understand and navigate the legal issues and terminology surrounding such wrongdoing.



Legal Issues Related to Elder Abuse: A Pocket Guide for Law Enforcement, and a more detailed companion document, *Legal Issues Related to Elder Abuse: A Desk Guide for Law Enforcement*, were produced by the American Bar Association (ABA) Commission on Law and Aging under a cooperative agreement from the U.S. Department of Justice's Bureau of Justice Assistance (BJA).

Lori A. Stiegel is a senior attorney with the Commission and author of the pocket and desk guides, which were developed with the guidance of an advisory committee that includes representatives of law enforcement, prosecutors, victim advocates and community corrections.

“The pocket guide was sparked by a law enforcement officer, but it was an idea that had been talked about for quite some time in roundtables, forums and conferences,” Stiegel says. “It had come up as an issue in response to questions about ‘why law enforcement isn’t doing more about elder abuse cases and what we need to provide in order to get them more involved.’”

The law enforcement officer who emphasized the need for a pocket guide, Deputy Dale Gillette, is a retired lieutenant from the Ross County (Ohio) Sheriff's Office and is currently the Triad Coordinator for the Pickaway County Sheriff's Office, also in Ohio. Triad is a national program that partners law enforcement and senior citizens to reduce criminal victimization of older persons and enhance the delivery of law enforcement services to the elderly.

“It was important to have a portable guide that can fit in a uniform pocket, equipment bag or glove box of a cruiser,” says Gillette,



who served on the advisory committee for the guides. “We needed a book to explain the types of elder abuse and definitions of terms. I really believe law enforcement officers are very under-trained on this issue, and this guide will provide definitions and ways to report the crimes and is small and easy to carry, so it will be very helpful.”

The pocket guide provides brief explanations of legal concepts, documents, and tools that may be misused to commit elder abuse or used properly to remedy it, and suggests issues and actions that justice system professionals can consider if they suspect elder abuse has occurred. Sample topics include types of elder abuse, power of attorney, joint owners/joint accounts, guardians/conservators, and considerations for community corrections officers, such as whether it is lawful or appropriate for an offender to work in a nursing home or residential care facility.

The more detailed desk guide provides more information about topics covered in the pocket guide, as well as tips for communicating with older individuals, the differences between civil and criminal courts, entities that may be involved with elder abuse victims or perpetrators, and additional resources.

The pocket guide is available online and in hard copy. The ABA printed 23,000 copies of the pocket guide, and initially, priority distribution is being given to law enforcement officers and prosecutors.

“We are getting a lot of inquiries and orders from others, for example, a financial services company, a criminal justice college professor and adult protective services workers,” says Stiegel. “However, for now we are really trying to get hard copies of the pocket guide into the hands of law enforcement and prosecutors. Other professionals can download the PDF from the website.”

Reaction from law enforcement has been encouraging.

“The feedback has been extraordinarily positive. They say it looks great, is easy to use and contains really good content,” Stiegel says.

“The feedback has been extraordinarily positive. They say it looks great, is easy to use and contains really good content,” Stiegel says.

Lori Stiegel, Senior Attorney,
Commission on Law and Aging,
American Bar Association

Linda Hammond-Deckard of BJA served as policy advisor for the project and distributed 2,000 copies of the pocket guide to attendees at the International Association of Chiefs of Police annual conference in October 2014.

“At the IACP conference, one chief said, ‘this is very timely,’ and then explained that his mother-in-law had been scammed out of every dime, about three months earlier,” Hammond-Deckard says.

The ABA has already received numerous orders for additional guides from those who had received one at the conference.

The Aging Population and Elder Abuse

In 2010, there were 40.3 million people age 65 and older in the U.S., 13 percent of the total population, and by 2050, the number is expected to reach 20.9 percent of the total population, according to a U.S. Census Bureau report, *65+ in the United States: 2010* (<http://www.census.gov/content/dam/Census/library/publications/2014/demo/p23-212.pdf>).

The extent of elder abuse in the United States is difficult to determine overall because of under-reporting and the way in which crimes are tracked, for example, a crime may be categorized as financial fraud instead of elder abuse. To determine accurate elder abuse crime data requires “tracking age and putting it together with the nature of the crime and with the relationship of the perpetrator to the victim,” Stiegel says.

“We know from other research on reporting to adult protective services or to any sort of government agency that in general, only one in 10 cases is reported,” she adds. “There is a study showing that financial losses due to elder financial exploitation total \$2.9 billion each year, and we know that is low because of the methodology. The prevalence studies also are low because their methodology misses some of the most vulnerable population such as people in nursing homes or people who don’t have the capacity to participate in a telephone survey.”





Hammond-Deckard noted that the crime of elder abuse is not new, and the guide will serve a beneficial purpose.

“I had a case in 1986 when I was police officer that involved a felony theft of personal property and money from two elderly women. The perpetrator was a live-in housekeeper. It came to light because family came to visit and found things missing — silver flatware and a wide range of historical items,” Hammond-Deckard says. “The investigation also revealed unauthorized use of credit cards and checks from their checking accounts. I think this guide will serve as a valuable tool for law enforcement officers who respond to initial calls involving an older person and the loss of property or money or telephone scams, and is going to help them to identify that a crime has actually occurred and prompt them to direct it toward investigation and prosecution.”

To order copies or access the pocket guide and desk guide online, go to www.ambar.org/ElderAbuseGuides. For more information, contact Lori Stiegel at lori.stiegel@americanbar.org or Linda Hammond-Deckard at linda.hammond-deckard@usdoj.gov.



Easing

DISTRACTED DRIVING

by Police in Fort Wayne

By Michele Coppola



The Fort Wayne Police Department has been using technology that limits in-car computer use to ease potential distracted driving by officers.

The front seat of a police cruiser can be a crowded, busy place. Fort Wayne police cruisers can contain an 800 MHz radio, in-car computers that are ruggedized mobile data terminals with touch screens, an in-car video system, printers and automatic ticket writers, pads for fingerprinting and a shotgun rack.



The technology used by the department, called Archangel II, disables the keyboard, track pad and touchscreen on an in-car computer when the vehicle reaches 15 miles per hour, but the call screen remains visible and active so officers can still see new comments that appear on the screen and still see their route, according to Deputy Chief Martin Bender.

The agency began installing the technology in cruisers in 2012. Bender says all of the department's 380 police cruisers that have in-car computers are equipped with the technology.

"I would say distracted driving has always been a problem for police departments, even without in-car computers," Bender says. "Officers listening to the radio and trying to write down the dispatch information while driving, or trying to look at a

map to find the street, so they always have had some kind of distracted driving, but it has gotten worse in recent years with the addition of computers; it is the same as texting and driving."

The police department has approximately 450 officers that serve a population of about 256,000 over 110 square miles in northeast Indiana.

"Before we had our solution, the officer would be multitasking — driving, listening to the police radio, trying to read the computer screen to look up the address on the map on the computer or trying to keep up with dispatch information on the computer," Bender says. "We probably average close to 6 million miles driven a year in our department. We averaged maybe 115 accidents a year, about a third of which were our fault. On average, about a dozen accidents a year could be traced to the officer

being distracted by the in-car computer, and usually it was a low-speed, rear-end crash, thankfully with no injuries.”

“I had asked if we could look around for a solution to limit computer access,” Bender explains. “We always had a policy that officers were not supposed to use the computer while driving, but it is just too much of a temptation. It is a great tool, but is also distracting.”

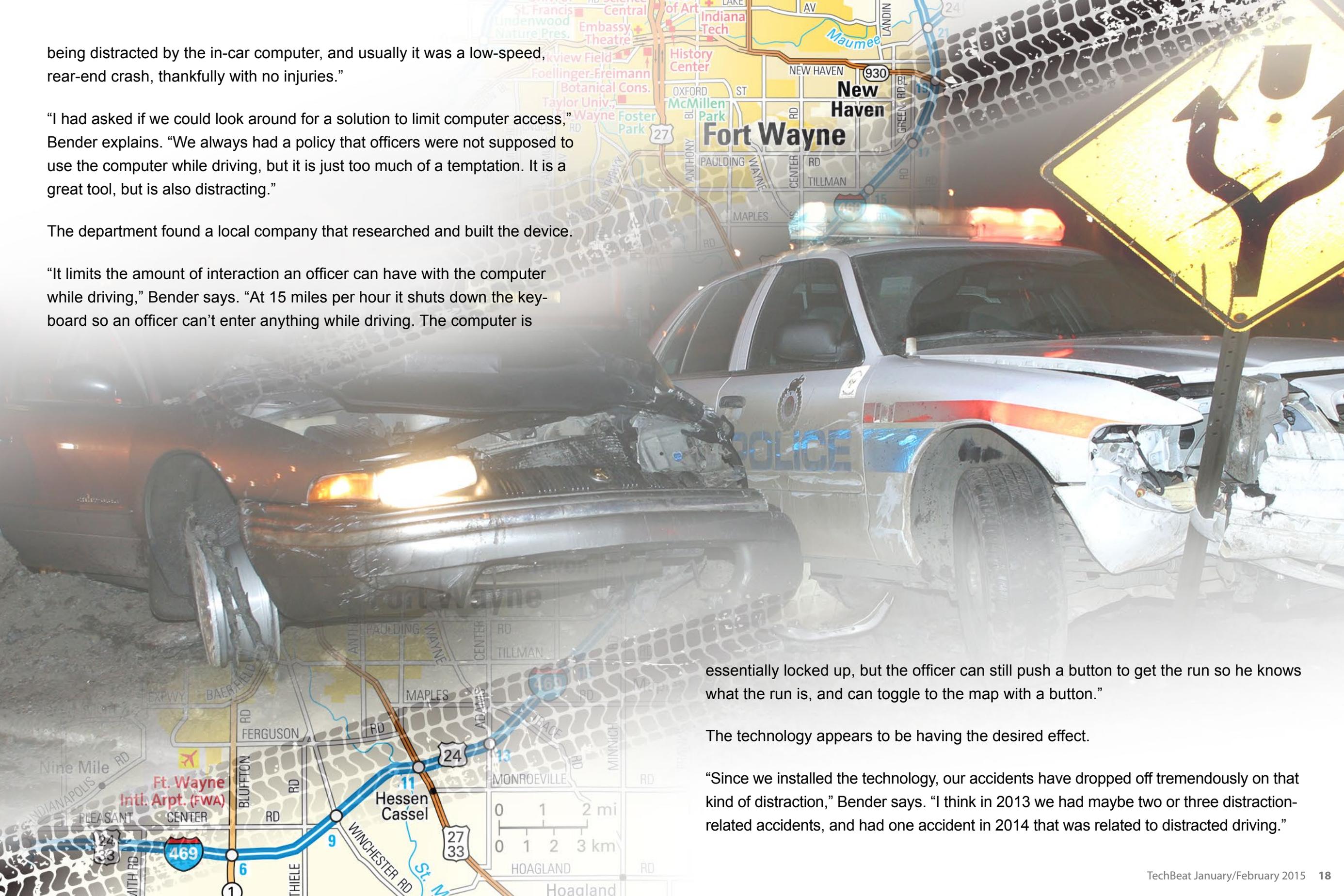
The department found a local company that researched and built the device.

“It limits the amount of interaction an officer can have with the computer while driving,” Bender says. “At 15 miles per hour it shuts down the keyboard so an officer can’t enter anything while driving. The computer is

essentially locked up, but the officer can still push a button to get the run so he knows what the run is, and can toggle to the map with a button.”

The technology appears to be having the desired effect.

“Since we installed the technology, our accidents have dropped off tremendously on that kind of distraction,” Bender says. “I think in 2013 we had maybe two or three distraction-related accidents, and had one accident in 2014 that was related to distracted driving.”



The technology is not popular with officers, but Bender says it's here to stay.

"The officers don't like it but we have to limit our liability too. A lot of the younger officers are very capable at multitasking, but some officers can have difficulty," Bender says. "The younger guys are a lot more adept with the computers and are the ones that dislike the restrictions the most."

"However, if they need to be on the computer they can pull over and have full access. If they have to keep up they can get on the radio and ask the dispatcher to give them the information, and it gives them a lot more concentration on what they are supposed to be doing, and that is driving."

He says about a dozen agencies have contacted the department for information on the technology.



For more information, contact Deputy Chief Martin Bender at martin.bender@cityoffortwayne.org. For information on National Institute of Justice (NIJ) work related to officer safety, contact Brian Montgomery, NIJ officer safety and protective technologies program manager, at brian.montgomery@usdoj.gov.

TECHshorts is a sampling of the technology projects, programs and initiatives being conducted by the Office of Justice Programs' National Institute of Justice (NIJ) and the National Law Enforcement and Corrections Technology Center (NLECTC) System, as well as other agencies. If you would like additional information concerning any of the following TECHshorts, please refer to the specific point-of-contact information that is included at the end of each entry.

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Note: The mentioning of specific manufacturers or products in TECHshorts does not constitute the endorsement of the U.S. Department of Justice, NIJ or the NLECTC System.

Resource Guide for Building Police-Community Relations

Bureau of Justice Assistance and Office of Community Oriented Policing Services

A resource guide is available intended to help law enforcement officers build stronger community-police relations. The *Resource Guide for Enhancing Community Relationships and Protecting Privacy and Constitutional Rights* is a collaboration between Bureau of Justice Assistance and the Office of Community Oriented Policing Services.

The guide helps law enforcement agencies locate resources in one place, including in-person and online training opportunities, publications, reports, podcasts and websites.

To access the guide, go to <https://www.bja.gov/Publications/CommRelGuide.pdf>.

2014 National Emergency Communications Plan

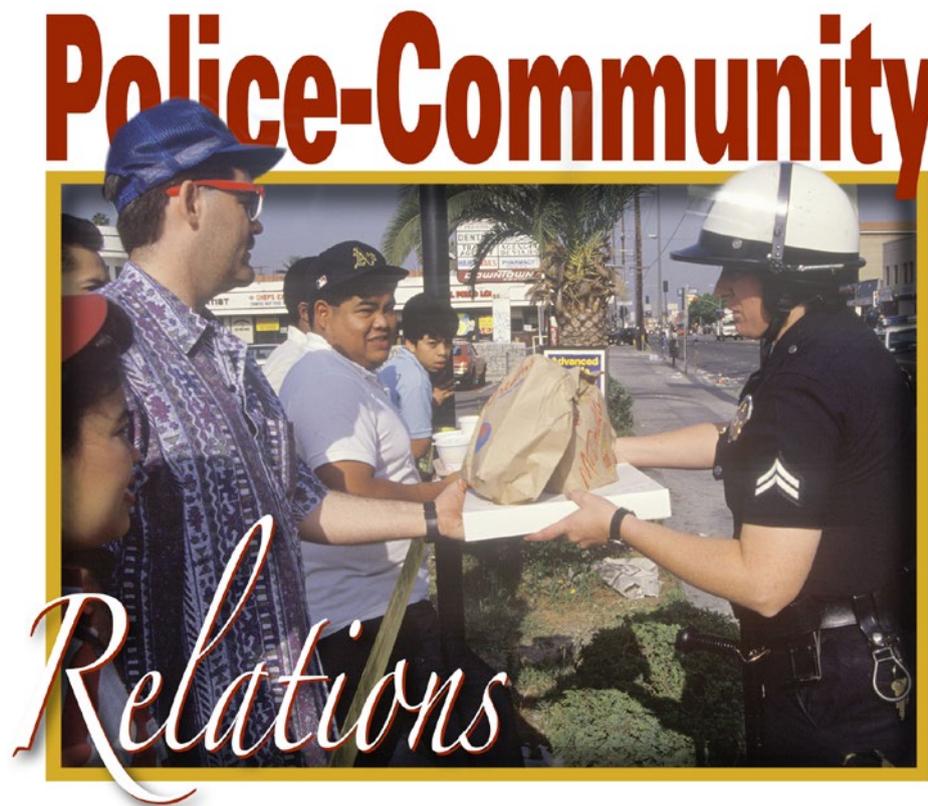
The nation's strategic plan for emergency communications has been updated to reflect evolving technologies and policies in public safety communications.

The *2014 National Emergency Communications Plan* (NECP) is a product of the U.S. Department of Homeland Security's Office of Emergency Communications (OEC) and updates the original plan, first published in 2008. The 2014 NECP "aims to improve the key communications capabilities of emergency responders at all levels of government — notably the policies, governance structures, planning and protocols that enable them to communicate and share information under all circumstances."

The plan provides information and guidance to those that prepare for, coordinate, manage and use emergency communications technology. It addresses the necessity of land mobile radio systems for mission-critical voice

communications, while accounting for newer technologies such as mobile broadband and social media.

Bruce Richter, the OEC Coordinator for Region 10 that includes Alaska, Idaho, Oregon and Washington, says the plan can help agencies think through "what if" emergency scenarios and how communications will operate.



“A routine event can quickly become an emergency event,” Richter says. “Having a communications plan in place that has thought through some possibilities ahead of time and having backup plans can pay big dividends for any agency.

It can be a community Fourth of July parade or the first big high school football game of the season. How will you maintain communications throughout the emergency event? That is a goal of having this plan — to help individual agencies to think through things.”

“Also, with the explosion of broadband data for agencies, how are agencies thinking through the huge increase of data they will have to deal with?” Richter adds. “There are archiving requirements. Text-to-911 is the first step in exponential growth of data and agencies will have to deal with that data. It used to be a phone call and voice communication. Now the public expects they should be able to send you photos and video, and how will your agency be set up to deal with that? What about social media and Twitter that have proven to be investigative tools? This rewrite of the plan is intended to help agencies think through some of those bigger issues.”

The 2014 plan has five strategic goals:

- **Goal 1 Governance and Leadership:** Enhance decision making, coordination and planning for emergency communications through strong governance structures and leadership.
- **Goal 2 Planning and Procedures:** Update plans and procedures to improve emergency responder communications and readiness in a dynamic operating environment.

- **Goal 3 Training and Exercises:** Improve responders’ ability to coordinate and communicate through training and exercise programs that use all available technologies and target gaps in emergency communications.

- **Goal 4 Operational Coordination:** Ensure operational effectiveness through the coordination of communications capabilities, resources and personnel from across the whole community.

- **Goal 5 Research and Development:** Coordinate research, development, testing and evaluation activities to develop innovative emergency communications capabilities that support the needs of emergency responders.

Richter notes that states and territories each have their own statewide interoperability plans, which are based on the national plan but are locally driven and multijurisdictional to address a specific area. Each state has a Statewide Interoperability Coordinator (SWIC) that can provide guidance to agencies.

“There is the national plan, but it is directly tied into the state plans, which go through periodic updates to reflect the national plan.

The plan applies to any agency that would have a need to communicate beyond its own agency,” he says. “Every agency should be aware that no matter where they are, there is some higher level guidance if they are in a state or territory, so I encourage them to seek out their SWIC and know who they are.”

For more information, see <http://www.dhs.gov/necp>, or contact OEC at OEC@dhs.gov.



PUBLIC SAFETY TECHNOLOGY

JUSTNET

In The News

Following are abstracts on public safety-related articles that have appeared in newspapers, magazines and websites.

NY Schools Get Direct Line to Emergency Responders

The Journal, (12/14/2014), Dian Schaffhauser

Twenty schools in two New York counties will be testing a new emergency response system that connects directly to public safety responders. The Mutualink K12 system allows school radios, phones and mobile devices to connect to emergency dispatch systems to alert responders immediately via voice, video, data and text. Oneida and Rockland counties will each have 10 schools testing the system.

<http://thejournal.com/articles/2014/12/11/ny-schools-get-direct-line-to-emergency-responders.aspx>

SPD Answers Your Questions on Body Cameras

Seattle Police Department Public Affairs, (12/12/2014)

For more than a year, the Seattle Police Department has worked toward full-scale implementation of body-worn cameras for patrol officers. The department has worked with a number of different groups, including the American Civil Liberties Union and Community Police Commission, to develop policies. A blog on the department website provides answers to some frequently asked questions about the devices and their use by SPD.

<http://spdblotter.seattle.gov/2014/12/12/spd-answers-your-questions-on-body-cameras/>

New Technology Allows Police Cruisers to Record Nearly Everything

CBS News, (12/25/2014), Bob Orr

Police cruisers in Palo Alto, Calif., are equipped with a video system that provides a panoramic view of what is happening around the police car. Each regular beat officer's patrol car has five cameras. The system includes one camera that points forward, two side cameras that cover blind spots, a prisoner camera that watches the back seat and a rear camera. A touch screen allows officers to tap on any one angle to pull up a certain view. The system captures up to 40 hours of video.

<http://www.cbsnews.com/news/new-tech-allows-police-cruisers-to-record-nearly-everything/>

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NLECTC is offering tools and assistance to help law enforcement and corrections agencies locate and apply for funding opportunities.

Federal Funding Opportunities:

See www.nij.gov or www.grants.gov.

Give Us Your Tech Ideas

We are actively seeking ideas to help us identify technology needs and requirements as part of the National Institute of Justice's Research, Development, Testing, and Evaluation process.

Click here for recent public safety-related articles from the news media.



WWW.JUSTNET.ORG

JUSTNETNews. Includes article abstracts on law enforcement, corrections and forensics technologies that have appeared in major newspapers, magazines and periodicals and on national and international wire services and websites.

Testing Results. Up-to-date listing of public safety equipment evaluated through NIJ's testing program. Includes ballistic- and stab-resistant armor, patrol vehicles and tires, protective gloves and more.

Calendar of Events. Lists upcoming meetings, seminars and training.

Social Media. Access our Facebook, Twitter and YouTube feeds for the latest news and updates.

Do More With Less. Highlights creative programs and resources to help agencies meet challenges as budgets shrink and demands on departments grow.

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