



# Sheriff®

MARCH/APRIL 2015 • VOLUME 67 • NUMBER 2

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- Drone Cops: Establishing UAS Units
- 2015 Winter Conference Highlights
- 2015 NSA Annual Conference
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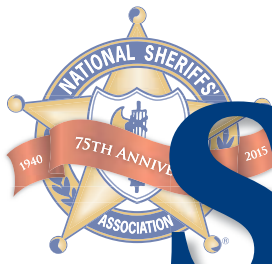
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# NSA 2014-2015 President's Message



**Sheriff John Aubrey**  
*NSA President 2014-2015*

In my last article I started by asking the question, “NSA Executive Director: Who?” By now I hope any Sheriff who is a member of NSA, and those who are not, know that our new NSA Executive Director is Jonathan F. Thompson and he officially moved into the position on February 2, 2015.

I am convinced, as was the NSA Search Committee, that with Jonathan as executive director, our organization is positioned to move forward and upward as an ASSOCIATION. When we arrive at our Annual Conference in Baltimore this June, our future direction will be very clear to all; as will the plans for accomplishing those goals and objectives. I repeat here what I wrote in my last message, we celebrate seventy-five (75) years as an association this year and I submit to you, we have a strong foundation. Now it is incumbent on all of us as sheriffs, to come together as one voice and work together to build on this foundation.

With Jonathan as our executive director, I believe we will see our brand as a law enforcement association enhanced and be recognized as the professional law enforcement entity to go to first

If you did not have an opportunity to meet Jonathan at our Winter Conference in DC, I believe once you do, you will find him to be very engaging and very willing to listen. As a member of NSA, it is very important that with Executive Director Thompson as our newest full-time partner, we all strive to strengthen the framework of cooperation and work together. We must be willing, if necessary, to give of our personal time and energy in the interest of all Sheriffs. I have seen Jonathan's excitement and eagerness as he talks about his ideas and plans to move forward and help us fulfill the dream most of us have about moving NSA to the next level.

During the Winter Conference, I heard that you all want to be kept in the information loop: Sheriffs, State

Executive Directors, and State Presidents. NSA staff, under the leadership of then Interim Executive Director John Thompson, had been very diligent during the past six months in getting information out to all Sheriffs and keeping everyone updated on the issues we face daily. The practice will continue.

As president, I want to publicly express our appreciation and gratitude to all the vendors and sponsors that made the Winter Conference a success. For those of you who have hosted conferences, you know how critical it is to have sponsors and exhibitors. Without these folks partnering with us, we would not be able to afford to put them on.

As soon as the NSA Winter Conference wrapped up, the MCSA and MCCA began a joint Winter Conference. Myself, Sheriff Richard Stanek and Sheriff David Mahoney also serve on the Executive Board of MCSA. The reason I bring this up is we heard from all the special political guests (appointed or elected) that made presentations. FBI Director James B. Comey and Secretary of Homeland Security Jeh Johnson addressed both groups as did Denise O'Donnell, Director of BJA.

MCSA and MCCA were addressed by Vice President Joe Biden and no less than seven senators and representatives. Most of these people have key roles on committees in Congress important to sheriffs because of the issues they are responsible to work on. The following Members of Congress addressed the groups:

- Senator Sheldon Whitehouse (D-RI), Ranking Member of the Senate Committee on the Judiciary's Subcommittee on Crime, Terrorism, and Homeland Security, believes bi-partisan working together will get better; Representative Dutch Ruppersberger (D-MD), Member of House Committee on Appropriations, is a former police officer and

## NSA 2014-2015 President's Message (continued)

County Executive; Senator Amy Klobuchar (D-MN), Member of the Senate Committee on the Judiciary; Representative Michael McCaul (R-TX), Chairman of the House Committee on Homeland Security, and a very strong advocate of Law Enforcement; Representative Rick Nugent (R-FL), former Sheriff and lead sponsor of the Justice & Mental Health Collaboration Act (JMHCA) together with Representative Bobby Scott (D-VA), Ranking Member of the House Committee on Education and Work Force and cosponsor of JMHCA; and Representative Dave Reichart (R-WA) former King County, WA, Sheriff together with Representative Bill Pascrell (D-NJ), House Law Enforcement Caucus Co-Chair.

I listed the names above because they acknowledge their sheriff in the counties and states they represent. I repeat it every chance I get: it is important that sheriffs know their Members of Congress on a first name basis and, if possible, develop a cordial relationship. Members of Congress and your state legislatures want to hear from you because they value your opinion. When election time comes they want you to stand with them if you are of the same political party.

We were also able to meet with Senate Majority Leader Mitch McConnell (R-KY) from my own district in Jefferson County, Kentucky. In that meeting, the Leader first asked about the concerns and issues facing Sheriffs. We spent about 40 minutes explaining what they were and how they impacted law enforcement in an effort to provide him with insight for when we need help in Congress.

Attending the MCSA/MCCA meeting from NSA was our new Executive Director Jonathan Thompson, Breanna Bock-Nielsen, our Director of Government Affairs, Susan Crow, our Director of Communications, Sheriff (ret.) Jerry Wagner, Executive Director of Kentucky Sheriff's Association, and me.

Attending from MCSA was Vice President Sheriff Coroner Sandra Hutchens, Sheriff Michael J. Bouchard, Vice President, Government Affairs; Michael Ferrence, Jr., Executive Director, MCSA, and Connor Martin, Senior Policy Analyst, The Charles Group. Attending for MCCA was Chief R. Thomas Manger, President; Daniel Stephens, Executive Director, MCCA; and Charles B. DeWitt, Director, Lafayette Group.

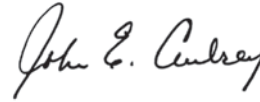
Positive sheriff relationships with Members of Congress are critical if we are to be in a position to offer our advice and suggestions in issues of mutual concern.

In closing, I would be remiss if I did not thank our Deputy Executive Director, John Thompson, and all the NSA staff for their dedication and loyalty as we went

through the national search process for a new executive director. Now, with our new executive director in place and with the staff's continued partnership, we are moving to the next level as an association.

God Bless and Stay Safe. ✪

Stay Safe,



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# Executive Director's Commentary



**Jonathan F. Thompson**  
*NSA Executive Director and CEO*

When I was offered this position I was excited beyond words, just ask Sheriff Mike Leidholt. However, after the excitement wore off it dawned on me that I would become the Executive Director of the National

Sheriff's Association. I was struck by the enormity of responsibilities Sheriff have, and enormity of the NSA's role. There is no other icon or logo that has the significance of a Sheriff's star. Some have opined that the Office of Sheriff began with the Shire in 1066 and early stars were the "chain and emblem" provided to a King's representative to serve and protect him and his interests.

However, in modern times the star has taken on a more legitimate meaning, because it is worn by someone in authority, and more often than not, legal authority. Your jobs are to be accountable for the peace, welfare, and safety of your communities, the jails, the courts and other operations. Sheriff are the only elected position to solely protect the electorate, and I believe the star is a symbol of your contract with the public that elected you.

Most stars have 5, 6 or 7 points. The NSA star has five points, and to me these points represent the foundation of what we at the NSA should strive to do for our members. For 75 years, the NSA star has served as a platform to show the Nation our strength through unity. I believe the star is the heart of the NSA mission, to honor and protect your interests. However, the star can suggest that each point represents a different role in that effort – service, safety, community, commitment and support. What does the NSA star signify? The NSA star has heraldic significance. The shield denotes defense, protection, and faith. The mace denotes authority. The olive wreath denotes peace. The circle surrounding the emblem denotes eternity. The five points of the star denote friendship, guidance, honesty, integrity, and merit. Each and every day you commit to a multitude of points, but you always have honor and to protect your citizenry.

Moreover, I will endeavor to serve your interests here in Washington and wherever our brand can be most effective on behalf of the Office of the Sheriff and you. I will constantly look for opportunities to help keep you safe, and enable you to do the same for your deputies and the communities you live and work. And lastly I want you to know that I am committed to being a good steward of your resources so that when we undertake programs or initiatives on your behalf it conveys our support for you and your mission. I am honored beyond words to take on this role, and I ask for your advice, help, thoughts and prayers as we begin this journey to take the NSA to the next level in its logical progression.

In time, the NSA may add or modify the star-points we support. Twenty-four hours a day, 365 days-a-year you uphold the various star-points of your office and yes, some stars are under assault. However, I believe no other entity is more directly connected to the people of our nation than the Office of the Sheriff, and its occupant, you! Continue to stand tall because each of you are at the core of this nation's founding principle—our adherence to the rule of law. I hope you will take a moment to share with me what the points on your stars represent, and reaffirm what you do every day to undertake them. ★

# Sheriff®

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Jonathan F. Thompson

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**Members of the NSA Search Committee and the new Executive Director**

*From left to right: Sheriff Harold Eavenson, 3rd Vice President (Rockwall County, TX), Sheriff Greg Champagne, 2nd Vice President (St. Charles Parish, LA), Sheriff John Aubrey, President (Jefferson County, KY), Jonathan Thompson, NSA Executive Director and CEO, Sheriff Mike Leidholt, Immediate Past President (Hughes County, SD), Sheriff Larry Amerson, Immediate Past President (Calhoun County, AL), and Sheriff Danny Glick, 1st Vice President (Laramie County, WY)*

## **NSA Selects Jonathan F. Thompson as Executive Director**

The National Sheriff's Association is proud to announce the selection of Jonathan F. Thompson as the Executive Director and CEO of the Association. Mr. Thompson began work at the NSA Headquarters on February 2, 2015.

Previously, Thompson was Principal of Refero Communications, Inc. Prior to creating his private consulting business, he was Director of External Affairs for the Federal Emergency Management Agency, US Department of Homeland Security; Deputy Assistant Secretary of Defense for Public Affairs Strategy and Operations, US Department of Defense; and Senior Advisor for the Coalition Provisional Authority and Defense Reconstruction Support Office

Prior to his government service, Thompson served as Vice President, Marketing, Communications and Events for the Software and Information Industry Association, and Vice President, Consumer Electronics Association for strategic relationships, communications and the Consumer Electronics Shows.

Mr. Thompson has worked with many law enforcement organizations, domestically and internationally. Through his service with the Pentagon, Homeland Security and FEMA, Thompson has gained first-hand knowledge of rural, urban, suburban and state law enforcement agencies across 30 states. Through his efforts with hurricane relief at FEMA, he worked closely with many sheriffs in nearly every state from Texas to Maine. "I understand their hierarchy, needs and challenges in the

recovery and security aftermath of a major disaster." In a similar manner, Thompson worked with local law enforcement and sheriff following damaging tornadoes in several Midwestern states. Recently, Thompson assisted a large aerospace client to deal with widespread destruction caused by a major wildfire, and the aftermath of Hurricane Sandy. Working closely with the local sheriff's office Thompson helped put together a comprehensive community support and preparedness project. His work also included working on several national defense and intelligence programs for another major aerospace and defense services company.

He has extensive senior-level management experience with national associations. His management career has spanned the private sector and the federal government. Thompson has managed geographically dispersed teams as large as 100 full-time and 150 part-time staffs, and budgets as large as \$35 million.

"No other organization has the richness of history, mission, national obligation, and commitment to the citizenry as does the National Sheriff's Association. For 75 years the NSA has served as the unifying voice for our nation's Sheriffs. This is a great honor for me. I am deeply gratified by the support of the NSA board of directors and the membership to entrust in me to continue advocating for the 3,080 Offices of Sheriff" ✨

# The Wrong War

*By Sheriff David A. Clarke Jr.,  
Milwaukee County Sheriff's Office Wisconsin  
MA Security Studies Homeland Defense and Security  
US Naval Postgraduate School*



Before August 2014, not many people could have located tiny Ferguson, Missouri on a map, nor could they have told you that it was a suburb of St. Louis. That all changed the moment that a white Ferguson police officer, named Darren Wilson, had an interaction with one of its citizens, named Mike Brown, who is black. Since then, Ferguson, Wilson and Brown have become almost legendary household names.

A feeding frenzy of media outlets, race provocateurs, prominent politicians, anarchists and every other group sensing a self-serving opportunity to exploit the unfortunate incident to advance their agenda converged on Ferguson. What followed were weeks of violence and attacks on the entire police profession. Unfortunately, race is, has been, and always will be an explosive issue in America. What is not needed in these

volatile situations is to have people in high profile positions pour fuel on an already smoldering fire. America did not witness its finest hour when war had been declared on the American police officer.

Some of what occurred in the aftermath of the police use of force in Ferguson was expected from people like perpetual grievance peddler Al Sharpton and anarchists from the Occupy Movement. Some of the anti-police rhetoric, however, surprisingly came from high profile politicians.

What I have seen is a hostility toward local law enforcement officers and agencies by persons in high positions of authority. I learned a lot about the animosity that President Obama has for law enforcement early on when he said police acted *stupidly* in questioning Professor Henry Louis Gates Jr. in the incident where Cambridge police responded to a burglary in progress. The police respectfully questioned Gates, who is black, to determine that he was, in fact, the homeowner. That is good police work, not racism.

Obama didn't stop there, however. He nominated Debo Adebile to be Assistant Attorney General to head the Civil Rights Division of the Department of Justice. Adebile inserted himself into the case of confessed cop killer Mumia Abu-Jamal, who was already represented by counsel at the time. In a *Wall*

*Street Journal* column (Feb 2014) by US Senator Pat Toomey and Philadelphia District Attorney R. Seth Williams, they opined that it was one thing to provide legal representation and quite another to seize on a case and turn it into a political platform from which to launch an extreme attack on the justice system. The column continued that when an attorney chooses that course, it is appropriate to ask whether he should be singled out for a high-level national position in, of all things, law enforcement.

At a Major County Sheriffs meeting in Washington, D.C. in 2014, sheriffs made it clear to guest speaker Attorney General Eric Holder that they opposed the nomination of Adebile to head the Civil Rights Division, to which Holder replied, "I hear your concern." Nearly every law enforcement group in America opposed Adebile's nomination to the USDOJ. Obama forwarded the name nonetheless. That, to me, meant they don't care what we in law enforcement think.

To be clear, President Barack Obama, Attorney General Eric Holder - the nation's top law enforcement officer, and New York City Mayor Bill de Blasio, did not cause the violence that occurred following the Ferguson grand jury decision that Officer Wilson acted reasonably in defending his life. But these three did provide a pathway for unjustified cop bashing and cop hating leading to calls to kill police officers. Instead of



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calling for calm, these influential voices piled on. They called for completely transforming American policing in a one-size-fits-all model.

In one interview, President Obama said that our nation's police "are poorly trained and have a fear of people who do not look like them." I reject that notion out of hand. In the aftermath of the rioting in Ferguson, the President said that we need to *understand them*, instead of immediately condemning the violence and telling rioters that they need to find a more socially acceptable way to deal with their frustration. There was an opportunity for the President to remind the public of their obligation to comply with a police officer's lawful commands and deal with any complaints later through proper process. Instead, race politics trumped responsibility.

Holder even invoked the name of Emmett Till into the Ferguson discussion. Till was a 14-year-old black kid visiting family in Mississippi when he was kidnapped at night at gunpoint by two white men after he was accused of flirting with a white woman. Till was later found dead floating in a river. That was not even a police-related case, nor was it police use of force. Additionally, Holder said, "We're going to end racial

profilin in this country once and for all." No instance of racial profilin was even alleged in the Brown or Garner cases. He made a blanket statement insinuating that police officer and agencies engage in unlawful, systematic targeting of minority citizens simply because of the color of their skin.

New York City Mayor de Blasio talked of fearing for the safety of his son should he come into contact with police, even though the statistical reality is that his son faces far greater threats from New York City gang violence than by police use of force. He pledged change, but did not indicate what that change is going to be or look like. He has indicted an entire police department as racist, and with a broad brush has trashed the pride, character, and integrity of New York's finest, the same officer who protect him and his family on a daily basis. Are cops perfect? No, far from it. But they put on their uniform and go out every day to protect their community from crime and violence. There is real meaning to the term 'the thin blue line.' If not us, then who? Certainly not USDOJ or White House official living in ivory towers far removed from life in an American ghetto or the complexity of policing in those environments.

President Obama, Holder and de Blasio could have shut this anarchist cop-hatred movement down. Instead of extoling the virtue of our communities' finest in unambiguous terms - virtues like courage, honesty, service, sacrifice, honor and character - they decided to score a few cheap political points with select constituencies on the backs of the American police officer. What made this worse was that the police had no such platform to defend themselves against this slander, and charges that were false, dangerous and unjustified. This whole movement of cop-bashing is built on lies, myths and distortion, and Obama, Holder and de Blasio know it.

They have caused irrevocable damage to professional policing and undermined the trust that minority residents need to have in their police officer. Some of the best police work has been the result of self-initiated policing where cops probe based on reasonable suspicion. That may decline, and the loser will be minority residents living in high crime areas. They demand aggressive, lawful, reasonable, fair and assertive policing. Obama, Holder and de Blasio have created a tipping point with the psyche of our officer who are beginning to wonder if this work is even worth it anymore. That's how damaging this irresponsible and inflammatory rhetoric is.

Holder doesn't have one shred of evidence that law enforcement officer engage in systemic, widespread or institutional racist practices. Not one credible study proves the emotional belief that white police officer use an inordinate amount of deadly force against black males or force in general. In fact, every study I have read indicates the opposite. Use of deadly force, when compared against the amount of police/citizen interaction, is so rare that it is not worthy of a national discussion. More white males are killed in police deadly force incidents than black males according to research by Dr. Richard Johnson in a University of Toledo study, and it isn't even close. In the period he examined (January 1, 2009 – December 31, 2012) 61% of males killed by police were white compared to 32% black.



President Obama, Holder and de Blasio ought to go to the National Law Enforcement Memorial in Washington, D.C. and stand in front of that wall that has the inscription of 20,000 law enforcement officers who were killed in the line of duty. Maybe then they will begin to understand. When any law enforcement officer is killed in the line of duty, every cop in America feels it personally as a little bit of us dies with them. I attended the wake of NYPD Officer Wenjian Liu and met his family. Obama sent White House officials to the funeral of Mike Brown, and Holder met with the family of Brown, where evidence supports that Brown had just strong-armed a convenience store clerk and was attacking a police officer, attempting at one point to disarm him. That says a lot.

President Obama, Holder and de Blasio have benefited politically by throwing our nation's finest under the bus in front of certain demographics, like they did post-Ferguson and Staten Island, New York. I refuse to let them have it both ways.

Every person killed by a police officer deserves a thorough and transparent investigation and review. Facts and evidence should be applied to the rule of law standard to make a determination of what happened and what should be done, if anything, not by the emotional and impassioned plea of a mob.

The grand jury in Ferguson got it right. Darren Wilson acted

reasonably under the law. Although the grand jury decision in Staten Island raised some eyebrows for some observers (not me), it is not evidence that our system of justice is broken. It is imperfect, not broken. Imperfection is part of the human condition.

Author and scholar Thomas Sowell, in a thought-provoking piece on the rule of law said, *If people who are told that they are under arrest, and who refuse to come with the police, cannot be forcibly taken into custody, then we do NOT have the rule of law, when the law itself is downgraded to suggestions that no one has the power to enforce.*

If we need to have a national discussion, let it begin with a review of the failed government policies that have spawned the American ghetto where more assertive, aggressive policing is required to protect its overwhelming number of law-abiding people. Leave oversight of the police to local oversight processes.

The mission statement of the United States Department of Justice reads, in part: *To ensure public safety against threats foreign and domestic; to provide federal leadership in controlling and preventing crime; to seek just punishment for those guilty of unlawful behavior.* My hope is that the next Attorney General of the United States DOJ sees local law enforcement as an ally and not an adversary in pursuit of a safer America. ✪

**OF COURSE I DON'T MIND HANDCUFFS, OFFICER.**  
—PERP

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# Drone Cops: Establishing an Unmanned Aircraft Systems Unit

By Alan Frazier, Supervisor,  
Unmanned Aircraft Systems  
Unit, Grand Forks County  
Sheriff's Office, North Dakota

NSA Special Operations Committee, chaired by Sheriff Paul Laney of Cass County, ND was provided an excellent presentation by Alan Frazier at the Winter Conference.

Join us in Baltimore in June for the next steps in this battle for use of UAS systems.

Yes, I fully realize I used the dreaded “D” word...Does it really matter? The media has dubbed unmanned aircraft systems (UAS) “drones,” the public knows these aircraft as drones; and drones is definitely easier to say than “unmanned aircraft systems”. So, let’s move on to more important topics!

Approximately 12 U.S. law enforcement agencies are currently utilizing small unmanned aircraft systems (sUAS). sUAS have proven to be effective in a variety of situations including: Documenting crime and traffic collision scenes; searching for lost persons and criminal suspects; maintaining perimeters on warrant services; and assessing disaster scenes. For a variety of reasons, sUAS are not appropriate for use in vehicle pursuits and have limited usefulness in covert surveillances. Research conducted at the University of North Dakota (UND) indicates that sUAS can perform approximately 30% of the missions that a manned helicopter can perform for less than 1% of the cost of that helicopter and crew. There are currently over 17,000 state and local law enforcement agencies in the United States. Less than 225 of those agencies have manned air support units. The majority of agencies that lack air support do not have sufficient available funding to establish an air support unit. With initial purchase costs of sUAS starting as low as \$750, many of those agencies can support an sUAS oriented air support unit.

How do you start a UAS Unit? The most important step is to begin with the end in mind. Ask yourself the important question “What do I want the sUAS to do?” By defining the potential missions, you will be well on your way to formulating a plan for

unit establishment. Once you have defined the missions, look at your environment. What are the most common (mode) wind velocities in your jurisdiction? Do you anticipate operating at night? Will you be operating overwater? Will you be operating within FAA air traffic control tower controlled airspace (Class C or D)? Once you have a handle on the environment, return to your anticipated missions. Do you plan to transport any payloads (cell phones, notes, medication)? Do you need visual (electro-optical) and infrared cameras? How long do you anticipate needing to stay airborne? Now bring into play your potential UAS pilots. Are they currently FAA certified manned aircraft pilots? Do they have previous UAS experience (military or RC model flying)? Consideration of these variables will help you define what type of airframe and sensor package you will need.

Generally, fixed wing sUAS are capable of longer mission times, can carry heavier payloads, and have the ability to operate in higher winds than rotor wing sUAS. The downside is the need for larger takeoff and landing areas. Rotor wing sUAS are, of course, capable of vertical takeoffs and landings which allow them greater flexibility, especially desirable in an urban environment. Compared to fixed wing sUAS, rotor wings are less forgiving of high winds and generally have smaller payload capacities. Rotor wing sUAS have the added advantage of being able to hover and to land and “perch” on a rooftop. “Perching” allows the pilot to shut down the rotors to conserve battery power while continuing to stream video from the aircraft’s camera to the ground control station. Most sUAS currently on

the market are equipped with autopilots. The autopilots vary in sophistication. At a minimum, the autopilot will allow you to “hands-off” hover the aircraft at a set position and altitude. The most sophisticated autopilots will allow you to program the entire mission prior to launching the aircraft. Given the multi-tasking nature of law enforcement sUAS flight operations, an autopilot is highly desirable. sUAS manufacturers usually provide payloads for their airframes. The two most common payloads are electro-optical (EO) cameras and infrared (IR) cameras. Both cameras should have the ability to stream real time video to a ground control station and the ability to capture high resolution still photographs. It is important that your sUAS be able to carry both EO and IR cameras in a single payload. UND research, as well as input is essential to mission success.

Once you have identified what you want the sUAS to do, it is time to begin your research on airframes. Worldwide, there are several hundred sUAS manufacturers and the number is growing every day. There are a number of problems with many of those manufacturers, foremost among them: How much flight and component testing have they done? How reliable is their sUAS? Will they be around in two years to support your sUAS? Currently, there are no government, nor industry, standards for the manufacture of sUAS. Consequently, anyone can open an “sUAS factory” and begin selling airframes.

Government agencies considering purchasing a sUAS would be well advised to confine their search to well established companies that specialize in the manufacturer of sUAS. How long has the company been in existence? How many airframes have they sold? Do they have a factory administered or authorized operator training program? Can they provide referrals to agencies that are using their sUAS? The answers to these questions should give you valuable information on the legitimacy and future viability of the sUAS manufacturer.

After selecting an airframe, you should begin the process of obtaining a Federal Aviation Administration (FAA) Certificate of Authorization (COA). COAs are the FAA mechanism for permitting sUAS access to the National Airspace System (NAS). Although, pursuant to FAA Advisory Circular 91-57, hobbyists may fly small UAS with very few restrictions, government agencies must have a COA or a “333 exemption” to operate sUAS in the NAS. Of the two mechanisms available (COA and 333), the COA is the most desirable as it has the potential of providing the law enforcement agency more operational flexibility than can be afforded with a 333 exemption.

Prior to beginning the COA application process, agencies should obtain a letter from a legal authority outside their agency (state attorney general or city/county counsel) verifying that the agency is a component of “a political subdivision of the state”.

**FOR SOME  
REASON,  
I JUST DON'T  
FEEL LIKE  
RESISTING  
ARREST,  
OFFICER.**  
—BAD GUY



Honestly, it tends to bring out honesty in people. Its very presence is menacing. Its impact on the criminal mind is very real and very intimidating. But that's what happens when you combine the aggressive new design of the 2015 Dodge Charger Pursuit with the confidence of advanced all-wheel drive! **It's quite possibly the end of crime as we know it.**

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This is necessary to prove the agency's eligibility to operate a "public aircraft". In addition, the agency must register the sUAS with the FAA. The registration process for sUAS is the same as used for manned aircraft. Registration applications may be obtained from any FAA Flight Standards District Office (FSDO). A final preparatory step is the drafting of a sUAS operations manual. The manual should minimally include the following: Types of authorized missions; approval process for missions; minimum pilot qualifications and training requirements (initial and recurrent); medical certificate requirements; weather minimums; crew rest limitations; accident/incident reporting; and retention of evidence procedures.

The process of obtaining a COA begins with gaining access to the FAA online COA application site. Access to the COA site is granted by FAA contractor Steven Pansky. Mr. Pansky can be contacted at [steven.ctr.pansky@faa.gov](mailto:steven.ctr.pansky@faa.gov). Include the following in your email: Contact details for the requesting agency including name of agency head and point person; types of missions anticipated; geographic location (initially a fairly small area within Class-G airspace for training); maximum altitude (generally below 400' AGL is best); make/model of sUAS to be utilized; and qualifications of potential pilots. Current FAA guidance documents state that sUAS pilots must have, at a minimum, passed the FAA Private Pilot Knowledge Examination. A minimum of an FAA Private Pilot Certificat

is required in the following situations: Operating at night; operating above 400' AGL; and operating within classes C or D airspace. Currently Class B airspace operations are not permitted. A visual observer is required in addition to the pilot. Both the visual observer and the pilot must hold valid FAA 2nd class medical certificates.

Upon being granted access to the online COA application site, complete the rather lengthy application. The application program provides multiple opportunities to upload attachments. Creation of a single well organized COA attachment document containing all required information will make the application process much easier. Simply attaching the document multiple times with instructions to refer to specific pages will work. Once the application is submitted (the FAA calls that step "committing"), it will take approximately 60 days for the FAA to review and approve.

The FAA will initially issue a "training COA" permitting agency personnel to fly in the small area requested. Agency personnel should receive initial training from factory authorized instructors. The training should focus on aircraft systems and actual flight training. The agency should then begin an organized series of scenario based training missions. The more realistic the better. Once all personnel are comfortable in operating the sUAS during simulated missions, it is time to contact Steven Pansky and schedule an FAA operational inspection. It is likely



that two FAA inspectors, assigned to the FAA's UAS Integration Office will travel to your location to review your documents and observe a simulated sUAS law enforcement mission. Upon successful completion of the inspection, the FAA will issue an "Operational COA" usually allowing the agency to operate the UAS throughout their jurisdiction.

After becoming operational, it is important that personnel continue to conduct flight training with the sUAS. sUAS pilot skills are perishable and must be exercised to remain adequate. At a minimum, the pilot must conduct 3 takeoffs and landings with the sUAS every 90 days to remain "FAA current".

At press time, the FAA had not issued its long awaited Notice of Proposed Rulemaking (NPRM) on sUAS operations. It is likely that this document will be issued and available for public comment in early 2015. It is imperative that law enforcement

agencies thoroughly review and comment in writing to the FAA on this important NPRM. If we remain silent, we forfeit our right to play a part in the formulation of subsequent sUAS related regulations.

To learn more about law enforcement sUAS operations, consider attending the Airborne Law Enforcement Association's "UAS Operations Course" to be held July 13-15, 2015 (prior to the ALEA Conference and Expo), in Houston, Texas. Information on the course and Expo can be viewed at [www.alea.org](http://www.alea.org). ✪

*Alan Frazier is a 34 year veteran of law enforcement. He has held sworn positions in local, state and federal law enforcement agencies. Alan currently teaches aviation courses at the University of North Dakota and serves as a Grand Forks County Deputy Sheriff supervising the Unmanned Aircraft Systems Unit. Alan may be contacted at [afrazier@aero.und.edu](mailto:afrazier@aero.und.edu).*



# How Secure is the Electrical Grid in Your County?

*By Emil Peña, Executive Director,  
Global Energy Safety Institute*



Like Sheriffs didn't have enough to worry about, now the North American's utility infrastructure (i.e. the electric grid and more) faces threats of intentional acts to cause harm that not only impacts business continuity but could cause grave damage to our economy, way of life and standing as a world leader.

Examples of such threats are the targeted attacks of the Metcalf Transmission Substation, in Silicon Valley, California on April 2013, when someone breached an underground vault not far from an electric substation and cut telephone cables and half an hour later snipers opened fire on the equipment. Twenty minutes later, seventeen of twenty one giant transformers that power the Valley went down. After the police arrived, the shooters left and have yet to be arrested. This sniper attack is what raised the fears that the country's power grid is vulnerable to terrorism.

To avoid a blackout, electric-grid official rerouted power around the site and asked power plants in Silicon Valley to produce more electricity. But it took utility workers 27 days to make repairs and bring the substation back to life. And in August 2014, to add insult to injury, the same Metcalf plant was attacked again and more damage was done.

These low probability events illustrate the enormous vulnerability and high consequences of our nation's power grid. Another

report from our federal government informed us that if nine of these critical substations (4 on the East Coast, 3 on the West Coast and 2 in Texas) are attacked and go down, the whole U.S. grid goes down causing a cataclysmic blackout that would take months to recover while changing not only our way of life, but our society.

And we are not alone, late last month jihadists, by knowing where to strike, attacked a main power line in Pakistan and as a result, 140 million Pakistanis were left in the dark and two nuclear power plants were knocked off line. In October 2013, the Knights Templar drug gang struck and disrupted the grid of Mexico's Michoacán State. And in June 2014, al Qaeda in the Arabian Peninsula (AQAP) used mortars and rockets to attack the national grid of Yemen by destroying transmission towers. It was the first time that a terrorist attack resulted in an entire country being blacked-out.

So the threat is clear and you, as local law enforcement and first responders, play a critical role and not in just a reactive way, but in the prevention of what could be catastrophic damage to the electric grid. Our federal government has quickly responded to alerts and get our electric utilities and support networks, like you, coordinated and equipped to first prevent such an attack and respond in the safest and most efficient way if there is a breach.

Our Federal Energy Regulatory Commission (FERC) and the National Electric Reliability Corporation (NERC), both over this essential part of our infrastructure, have put out standards that prescribe physical security for critical transmission stations and substations operating above 500 kV, and in as low as 200 kV (CIP-014). The assessment phase of this mandate has started and planning and implementation must be complete by August 2016. Coordination with local law enforcement is part of plan. At this point, just the awareness of this vulnerability from your vantage point, local law enforcement, is key.

Historically we have been complacent to this physical grid security issue because the biggest threat to these ill protected substations came from copper thieves, kids and squirrels climbing over the chain-link fences, which are often just secured by a chain and padlock. The new standards put an end to the notion that vandalism or petty theft is the only threat and your utilities must abide by this or face fines

Being solution driven, there are unique tools available today to our electric infrastructure system that can make us safer. Nuclear power plants already use sophisticated modeling and simulation software programs, coupled with the latest preventative hardware to avert any harm before there is a breach. These systems have been in place for a decade or more and the Department of Homeland Security has certified these systems, which are also very transferable and scalable. These solutions include coordination and communication with local law enforcement.

Best of all from the utility's business perspective, the solutions carry a government indemnification against liability if such an attack was successful and the technologies are being used correctly. The hurdle is communicating this to local law enforcement for awareness which is now happening through The National Sheriff's Association and getting the utilities which serve you and your community to realize the gravity of the threat and the path to available solutions today.

Our sheriff in Harris County, Texas, Adrian Garcia has embarked in grappling this issue and is now engaged with our utility to demonstrate these readily available solutions. Some of the technology was developed by NASA contractors, and as mentioned has been used by nuclear power plants. Harris County includes the critical Houston Ship Channel and the petrochemical, refining and manufacturing industries along its 50 mile bank, not to mention the shipping and

logistics industries. Sheriff Garcia and Harris County Judge, Ed Emmitt, have started focusing on these and other short and long term solutions.

Sherriff Garcia has brought a resolution to the NSA which has been vetted through all of the appropriate federal agencies, industry, regulatory and standards organizations and will serve as a rallying point for other law enforcement agencies to not only raise awareness but encourage immediate solutions to your utilities. We look forward to quick passage of the resolution because of the urgency of this issue and applaud the leadership of the NSA. ✪

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To order your badge, call 405 609-6958 or 609-6908 or toll free 800.324.5997 and have credentials available to fax or email to our customer care team. A portion of the proceeds will go to the Murrah Memorial fund. Cost is \$65.00 each and they are individually numbered for security and collectible purposes.

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*Reported Monday, August 7, 1911 – Thumbnail Sketch of Sheriff*

*“They are good fellows to begin with. A sheriff is usually a broad gauge gentleman who knows how to make friends and keep them; who is a good mixer; who enforces the law, but uses common sense doing it; who has nerve and ability. He would be among the ‘also rans’ on Election Day if he wasn’t that kind of a man. Once in a great while there is a political upheaval that elects a sheriff that can make vinegar run out of the water cooler just by looking at it, but he is always a one-termer. The people want the other kind before the end of two years.”*

## The National Sheriffs' Association Celebrates 75 Years Order Your Commemorative Book Today



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# 2015 WASHINGTON DC NSA WINTER CONFERENCE

## NSA Winter Conference Highlights

### Thank You to Our Sponsors

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# Plenary Opening Session

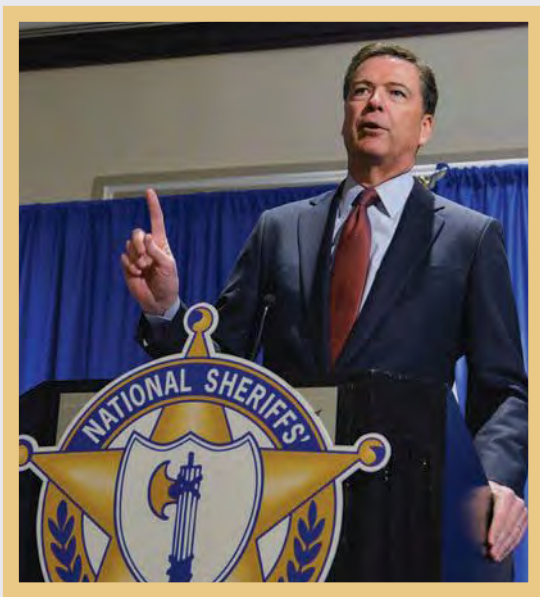


Sheriff Blake Dorning, Madison County, AL, gave the invocation at the Plenary Session.

Jeh Johnson, the Secretary of US Department of Homeland Security, spoke during the Plenary Session on January 22, 2015. From left to right: Mike Maiorana, Senior Vice President, Public Sector, Verizon Communications, Jeh Johnson, Secretary of Homeland Security, Jonathan Thompson, NSA Executive Director, and Sheriff John Aubrey, NSA President.



Jeh Johnson, the Secretary of US Department of Homeland Security



James B. Comey, Director of the FBI also spoke during the Plenary Session.



## FBI Director Comey Receives Award for Including Animal Cruelty Crimes in UCR/NIBRS



Director James Comey recently approved the CJIS Advisory Policy Board recommendation to include animal cruelty crimes in UCR/NIBRS. Wayne Pacelli, President and CEO of the Humane Society presented Comey with the National Law Enforcement Humane Award/Person of the Year.

From left to right: John Thompson, NSA Deputy Executive Director, Sheriff John Aubrey, NSA President, Wayne Pacelli, President and CEO of the Humane Society, and James B. Comey, Director of the FBI with the award.

## Spouses Brunch



Following the Plenary Session, the spouses gathered for brunch. From left to right: Marilyn Gaines, wife of Sheriff Jerry "Peanuts" Gaines, NSA First Lady and wife of Sheriff John Aubrey, Bobbie Aubrey, Corkey Wagner, wife of Jerry Wagner, Executive Director of Kentucky Sheriffs and Vicki Hensley, wife of Sheriff Boston Hensley

During the spouses brunch, participants took advantage of the Washington DC views.



## Exhibit Hall



Sheriff Steve Sparrow spends time in the Exhibit Hall during the Winter Conference.



## NCOVAA met during Winter Conference

The National Coalition on Violence Against Animals (NCOVAA) met most of the day Friday during Winter Conference. The issue of animal cruelty crimes and how often they precipitate crimes against people were explored in depth. John Thompson, NSA Deputy Executive Director opened the meeting.



John Thompson as Interim Executive Director



NSA's new Executive Director, Jonathan Thompson, was introduced during the NCOVAA meeting.



Eric Estrada (remember the TV show CHIPS?) is a spokesperson for NCOVAA.



The Friday night reception, hosted by Sheriff John Aubrey, was sponsored by Security Technology Alliance, Wynard, Gallagher and Tait Communications.



Sheriff John Aubrey, NSA President and his wife Bobbie.



From left to right: Rick Hodgson, Alice Champagne, and Sheriff Greg Champagne, NSA 2<sup>nd</sup> Vice President.



Sheriff John Aubrey introduces Louis Quijas, Security Technology Alliance during the reception Friday evening.



**NSA sponsored a group of attorneys to be sworn in at the Supreme Court of the United States.**

The Supreme Court of the United States will permit NSA to be a Group Sponsor of another 12 eligible candidates (Attorneys with three or more years of certified bar membership) to become new members of the Bar of the United States Supreme Court Bar in open court on January 20, 2016 during the 2015 NSA Winter Conference in Washington D.C. If you have a candidate who is eligible and wants to become a bar member, please contact Richard Weintraub, NSA General Counsel at: [rmwein@sheriffs.org](mailto:rmwein@sheriffs.org).

## 75th Anniversary Book Released at Winter Conference



Sheriff Larry Amerson, NSA Immediate Past President, with his copy of the NSA 75<sup>th</sup> Anniversary Book.

The book is available for sale. See the order form on page 20.



The NSA past presidents were very excited about the 75<sup>th</sup> anniversary books.

## NSA Board of Directors Meeting

The NSA Board of Directors and the Committee of State Associations met jointly on Saturday morning and then broke off into separate meetings as the day progressed. Jonathan F. Thompson, the new NSA Executive Director was introduced to both groups. Mr. Thompson officially started work on February 2, 2015. John Thompson, NSA Deputy Executive Director was Acting Executive Director for the Winter Conference.



From left to right: Richard Weintraub, NSA Legal Counsel, Steve Casey, Executive Director, Florida Sheriffs' Association, Sheriff Danny Glick, NSA 1<sup>st</sup> Vice President, Jonathan F. Thompson, NSA Executive Director, Sheriff John E. Aubrey, NSA President



From left to right: Jonathan F. Thompson, NSA's new Executive Director, Sheriff John Aubrey, NSA President, and John Thompson, Acting Executive Director during the Board meeting.



John Thompson, Acting Executive Director, thanked the NSA staff for their work during the transition months between leadership. The Board of Directors thanked the staff with a standing ovation. From left to right: Sheriff Ron Spike (Yates County, NY), Sheriff Brad Riley (Cabarrus County, NC), Sheriff David J. Mahoney (Dane County, WI), Sheriff Huey "Hoss" Mack (Baldwin County, AL), Sheriff Paul Laney (Cass County, ND), and Sheriff Christopher Kirk (Brazos County, TX)

Some of the Committee of State Association members during the joint meeting with the NSA Board of Directors



Bobby Timmons, Executive Director, Alabama State Sheriffs' Association



Karen Kruger, Executive Director, Maryland Sheriffs' Association spoke for a few minutes about the upcoming conference in Baltimore.



The Board of Directors luncheon was sponsored by Cisco





### Committee of State Sheriffs' Associations (formerly Committee of Presidents and State Executive Directors)

Front Row, left to right: Bobby Timmons (Executive Director, Alabama Sheriffs' Association), Terry Jungel (Executive Director, Michigan Sheriffs' Association), Carmen Green (Executive Director, California Sheriffs' Association), Steve Casey, (Executive Director, Florida Sheriffs' Association and President of the Committee), Jerry Wagner (Executive Director, Kentucky Sheriffs' Association), Asa Buck (President, North Carolina Sheriffs' Association), and Eddie Caldwell (Executive Director, North Carolina Sheriffs' Association)

Second Row, left to right: Dean Myers (Badger State Sheriffs' Association), Jerry Harbstreit (President, Indiana Sheriffs' Association), Steve Luce (Executive Director, Indiana Sheriffs' Association), Steve Westbrook (Executive Director, Texas Sheriffs' Association), Byron Oedekoven (Executive Director, Wyoming State Sheriffs' Association), Karen Kruger (Executive Director, Maryland Sheriffs' Association), Bob Wollyung (Executive Director, Pennsylvania Sheriffs' Association), and Robert Fyock (President, Pennsylvania Sheriffs' Association)

Back Row, left to right: John Armeno (Executive Director, New Jersey Sheriffs' Association), Peter Kehoe (Executive Director, New York State Sheriffs' Association), Chris Goetz (President, Idaho Sheriffs' Association), Jim Franklin (Executive Director, Minnesota Sheriffs' Association) Kenny Boone (President, South Carolina Sheriffs' Association), Jarrod Bruder (Executive Director, South Carolina Sheriffs' Association), Terry Ashe (Executive Director, Tennessee Sheriffs' Association), Bill Holt (President, Tennessee Sheriffs' Association), and Adam Christianson (President, California Sheriffs' Association)



### Past Presidents

Front Row, left to right: Sheriff Paul F. Fitzgerald (Story County, IA), Sheriff (ret.) Aaron Kennard, Sheriff B.J. Roberts (City of Hampton, VA), Sheriff Way Gay (Wilson County, NC), Sheriff Tommy Ferrell (Adams County, MS), Sheriff John Cary Bittick (Monroe County, GA), and Sheriff (ret.) Edmund M. "Ted" Sexton

Back Row, left to right: Sheriff (ret.) David Goad, Sheriff Larry Amerson, Immediate Past President (Calhoun County, AL), Sheriff Mike Leidholt, Immediate Past President (Hughes County, SD), Sheriff Craig Webre (Lafourche Parish, LA), and Sheriff Ted Kamatchus (Marshall County, IA)

# Major County Sheriffs' Association/Major City Chiefs Association

The Major County Sheriffs' Association (MCSA) and the Major City Chiefs Association (MCC) met immediately after the NSA Winter Conference in Washington, DC.



Sheriff Donny Youngblood, President, Major County Sheriffs' Association (Kern County, CA) and Chief Tom Manger, President, Major City Chiefs Association (Montgomery County, MD) presided over the two day meeting.

The Loudoun County Sheriff's Office VA Honor Guard







Jeh Johnson, the Secretary of US Department of Homeland Security



James B. Comey, Director of the FBI also spoke during the MCSA/MCC meeting.



Representative Dutch Ruppersburger (D-MD)



Representative Richard Nugent (R-FL) and Representative Bobby Scott (D-VA)

### The following members of Congress spoke during the MCSA/MCC Conference

Senator Sheldon Whitehouse(D-RI), Ranking Member of the Senate Judiciary Subcommittee on Crime

Representative Dutch Ruppersburger (D-MD), Member of the House Appropriations Committee

Representative Richard Nugent (R-FL), Former Sheriff and Sponsor of the Justice and Mental Health Collaboration Act (JMHCA)

Representative Bobby Scott (D-VA), Ranking Member of the House Committee on Education and Work Force

Senator Amy Klobuchar (D-MN), Member of the Senate Judiciary Committee

Representative Michael McCaul (R-TX), Chairman of the House Homeland Security Committee

Representative Dave Reichert (R-WA), House Law Enforcement Caucus Co-Chair

Representative Bill Pascrell (D-NJ), House Law Enforcement Caucus Co-Chair



Vice President Joe Biden spoke to a full room during the MCSA/MCC meeting.

# Best Practice Solution for Schools

By Steve Luce, Executive Director, Indiana Sheriff's Association

The Indiana Sheriff's Association in cooperation with the Shelby County Sheriff's Office and the Southwestern Consolidated School District announced a new standard in School Safety with the unveiling of their Safe School Flagship and "Best Practice Solution" at Southwestern High School. This new standard provides school personnel and law enforcement agencies the opportunity to work together to protect our Nation's schools from the heinous crimes known as active shooter incidents.

Southwestern High School is the first school in U.S. history to be networked to a law enforcement entity for instant alert, receipt of real-time, actionable intelligence and the capability to remotely launch countermeasures against a shooter while officers are en-route. Southwestern High School is networked to the Shelby County Sheriff's Office.

The Indiana Sheriff's Association unveiled their Safe School Flagship to Indiana and the Nation as the model for all educational settings to follow. The hope is that this "Best Practice Solution" and new standard in school safety will make a paradigm change in public safety and will be the model for all educational settings to follow.



*"Your children deserve to be safe, you as parents deserve to have your kids come home safely to you after school, your teachers deserve to be teachers and not body guards, your communities deserve to move to a higher standard of safety in all of your educational environments. You deserve to be protected by the Best Practice Solution. "*

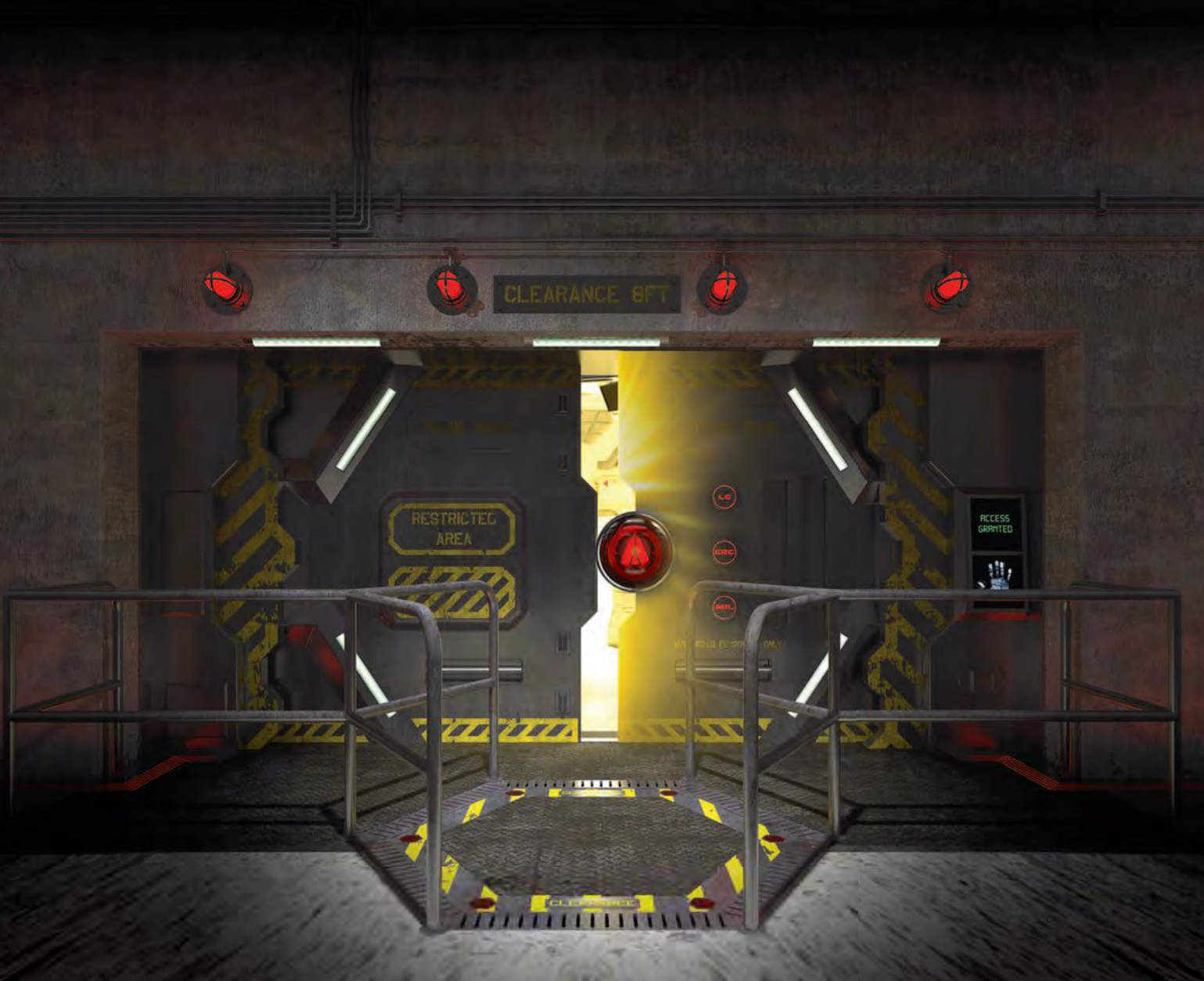
*– Steve Luce, Executive Director*



This solution provides never before known information to law enforcement about an active shooter event:

1. Real-time notification to law enforcement of a shooting or the spotting of a shooter.
2. Real Protection for the students, teachers and staff inside of the school through a hardened door system.
3. The ability to identify, locate and track a shooter inside of a building.
4. The ability to launch countermeasures against the shooter while officers are en route.
5. The status of all classrooms inside of the school.
6. Full command and control of an incident by providing 100% actionable intelligence of the situation.





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# Planning for FirstNet, The Dedicated Nationwide Public Safety Network

## How to Make Sure the Network Meets Your Requirements

By TJ Kennedy, Acting Executive Director,  
First Responder Network Authority

### FirstNet's origin: The 9/11 Commission.

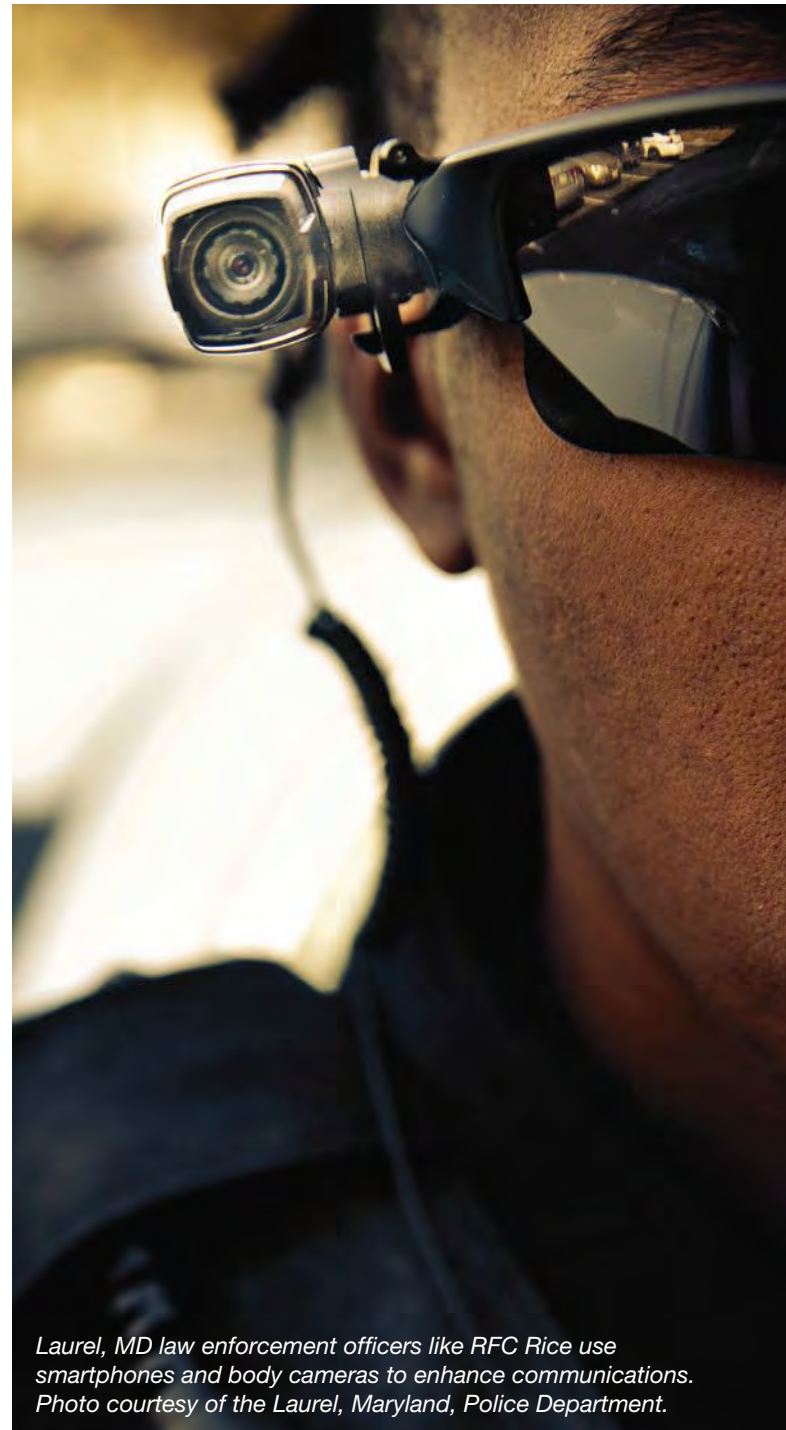
The First Responder Network Authority ("FirstNet"), grew out of a 9/11 Commission recommendation calling for interoperable communications for all U.S. first responders. As you likely know, many emergency response teams (fi e, EMS, and law enforcement) had difficult communicating with each other on September 11, 2001. Communications difficultie can slow response times, create confusion, and on 9/11 may have prevented public safety personnel from saving lives.

In response to the Commission report, Congress created FirstNet when it passed *The Middle Class Tax Relief and Job Creation Act of 2012* (the "Act"). An independent authority within the U.S. Department of Commerce's National Telecommunications and Information Administration, FirstNet is tasked with ensuring the establishment of a single wireless network dedicated to serving public safety professionals in the United States, including all 50 states, five territories, and the District of Columbia.

The Act required the Federal Communications Commission ("FCC") to reallocate the 700 MHz D Block spectrum for use by public safety entities, including law enforcement, fire and EMS. In addition, the Act required the FCC to grant a single license to FirstNet for the use of both the 700 MHz D block and existing public safety broadband spectrum. Consequently, the Act directs FirstNet to ensure the establishment of a wireless network that is intended to allow public safety to communicate seamlessly across the United States.

### Dedicated spectrum and a bright future.

In addition to dedicated spectrum and a further reduction in the risk of network congestion via priority access for public safety, the network's standards-based architecture will likely result in cheaper components and facilitate a shift in usage so



*Laurel, MD law enforcement officers like RFC Rice use smartphones and body cameras to enhance communications. Photo courtesy of the Laurel, Maryland, Police Department.*

users embrace services and apps. A goal of FirstNet is to allow first responders to take advantage of evolving, Internet-based mobile communications technology through intelligent devices like smartphones and tablets as well as wearable technology. By planning to incorporate continual advances in commercial technology into the network, FirstNet intends to avoid the pitfalls resulting from other public safety network procurements.

Initially, the network is intended to provide Internet-based, high-speed data services that augment the voice capabilities of today's Land Mobile Radio networks. FirstNet plans to enable users to send and receive data, video, images, and text, as well as use voice applications, and benefit from the ability to share applications.

### Enhanced law enforcement operations.

The network is intended to arm law enforcement and other public safety stakeholders with modern tools to improve operations, whether under typical or extraordinary circumstances. During a routine traffic stop, the network could allow officers to transmit real time information to dispatch using their mobile data terminal, patrol car hotspot, or license plate reader systems. As operational tempo increases, the ability for an officer to wirelessly communicate a large volume of information in real-time to a command center during a traffic stop (e.g., live video from a dash or body camera) without ever having to speak into his or her radio, could dramatically improve outcomes in life threatening situations. During disaster responses or terrorism incidents, FirstNet's goal is to enable a more informed, coordinated, and faster response across a number and variety of public safety organizations.



### How to inform State plans so FirstNet capabilities work for you.

FirstNet is consulting with the states, territories, and District of Columbia and will build an individual plan for each State or territory so that the network meets the needs of public safety there. FirstNet had its first initial consultation meeting with Maryland in July 2014, and by the end of 2014, it had held initial consultation meetings with eight states and Puerto Rico.



Already this year, FirstNet has conducted several initial consultation meetings and has scheduled several more. The collaborative consultation process is an opportunity for stakeholders to participate in the planning process with the State Single Point of Contact ("SPOC") and FirstNet so they understand and support stakeholder needs. Each State consultation process is an important opportunity for stakeholders to directly inform the proposed plan for build-out of the network in their State.

FirstNet's ongoing consultation efforts demonstrate its commitment to seeking public safety participation, listening to law enforcement feedback, and designing the network in an open and transparent manner. Even if the consultation process has already begun in a particular State or territory, there is still time for stakeholders to participate in this highly iterative effort. Recurring topics of interest during consultation meetings so far have included coverage, potential users of the network, priority of users, capacity of the network, coordination with federal agencies, affordability, use of existing assets, and deployables.

To participate in consultation meetings, stakeholders should contact their SPOC. A list of SPOCs is available at [www.firstnet.gov](http://www.firstnet.gov).

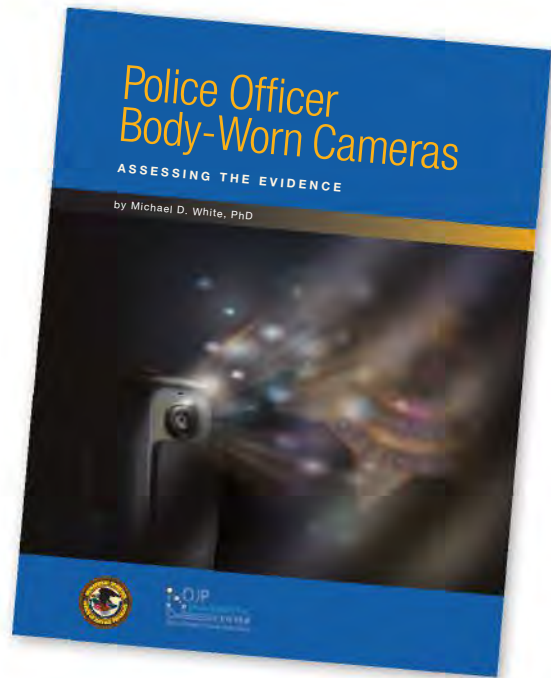
### FirstNet is an organization designed to serve public safety.

FirstNet has a 15-member Board. Board members with law enforcement experience are Chief Chris Burbank of Salt Lake City, Utah and Sheriff Richard Stanek, of Hennepin County, Minnesota. Board members also include the Secretary of Homeland Security, the Attorney General of the United States, and the Director of the Office of Management and Budget within the Executive Office of the President. The remaining 12 members are selected by the Secretary of Commerce and have public safety, technical, network, or financial expertise. I report to the board as Acting Executive Director and I am a former police officer. Stakeholders can reach FirstNet's senior law enforcement advisor, Josh Ederheimer, a former assistant police chief, at [joshua.ederheimer@firstnet.gov](mailto:joshua.ederheimer@firstnet.gov).

FirstNet has established its headquarters in Reston, Virginia, while its technical and research functions are located in Boulder, Colorado. ★

## Police Officer Body-Worn Cameras, Assessing the Evidence

A new resource guide has been published by the Department of Justice, Office of Justice Programs.



To download a copy go to:

<https://ojpdiagnosticcenter.org/sites/default/files/spotlight/download/Police%20Officer%20Body-Worn%20Cameras.pdf>

## NSA, ICE BlackBox and the Humane Society partnering for Animals



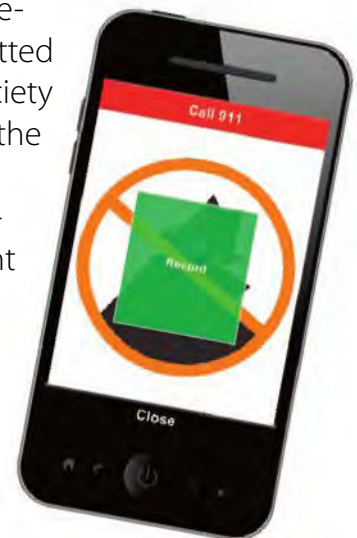
The National Sheriffs' Association in partnership with ICE BlackBox and the Humane Society of the United States has launched a new feature within the ICE BlackBox app to report Animal Abusers.

This feature will allow anyone to use the app to record abusers in the act. When the video is submitted to the NSA, an agent funded by the Humane Society of the United States will go into action and alert the

local authorities, local county animal services to retrieve the animal and the district attorney to file charges. The process and procedures are currently being developed to make this initiative a very successful deterrent to Animal Abuse.

This is a big step to stopping animal abusers who, according to statistical data, eventually become abusers and killers of people.

**For more information on the app and this feature, please visit [NNW.org](http://NNW.org) and [ICEBlackBox.com](http://ICEBlackBox.com).**



# Medicaid Coverage for Jail Inmate's Inpatient Hospitalizations

Sheriff Mike Milstead, Minnehaha County, South Dakota

In 1976, the United States Supreme Court ruled in *Estelle v. Gamble* that people held in jails and prisons have a constitutional right to health care, establishing the requirement for correctional institutions to provide people held in their facilities with access to appropriate care.<sup>1</sup> Providing jail health care can be a challenge for Sheriff's Departments and local governments. However, as this brief discusses, there is an opportunity for Sheriff's Departments and local governments to use Medicaid to assure quality care for people in jail who require inpatient hospitalization.

Rising health care costs nationwide, combined with aging prison and jail populations, have made correctional health care a major expense for states and local jurisdictions. The Pew Charitable Trusts recently reported that prison health care spending totaled \$7.7 billion in 2011 after reaching a peak of \$8.2 billion in 2009.<sup>2</sup> While data on aggregate jail health care spending is not available, it is likely that county Sheriff's Departments and local jurisdictions are similarly hard hit by health care costs. In fact, local jurisdictions may face proportionately greater challenges in funding health care for people in jail, as smaller local budgets may be less able to absorb unexpected costs. Similarly, most Sheriff's Departments and jails do not have the capacity to perform the same level of quality assurance (QA, or policies and procedures designed to ensure high quality care) and utilization management (UM, or policies and procedures designed to ensure that services provided are necessary) functions that most community-based health organizations are able to achieve.

In addition to care provided within correctional facilities, care provided to jail and prison inmates in outside facilities contributes to high correctional health costs as well. Under the *Estelle* framework, if a person in jail or prison requires care that exceeds a given correctional facility's capabilities,

the jail or prison is required to arrange care for that person at an appropriate facility. Because most jail and prison inmates have historically had no health insurance, this has meant that correctional facilities have either paid directly or indirectly (through contracted correctional health providers) for necessary outside care. Given their lack of QA and UM capacity, Sheriff's Departments could be taking on high expenditures with little assurance of the quality or the necessity of care.

## The 1997 Inmate Inpatient Hospitalization Option

Sheriff's Departments and local jurisdictions could help assure high quality care and also offset health care costs by pursuing an option (one that predates the ACA) to use Medicaid to pay for services provided at some non-correctional medical facilities. Because the Affordable Care Act (ACA) gave states the option to expand Medicaid eligibility to childless adults with income up to 138% of the Federal Poverty Level (roughly \$16,000 in 2014), it is likely that many people in jail or prison in expansion states would be newly eligible for Medicaid.

Although Federal Financial Participation (FFP, the federal portion of Medicaid funding) cannot be used for services provided in jails or prisons, it can pay for some services for jail and prison inmates provided in outside facilities if the inmates are otherwise eligible for Medicaid. Moreover, despite the preclusion of FFP, jail and prison inmates who are otherwise eligible retain their eligibility for Medicaid and can apply while incarcerated. The ACA's Medicaid expansion means that, for the first time, a significant number of inmates are likely to be eligible.

The federal Department of Health and Human Services issued a guidance letter in 1997 outlining the circumstances under which Medicaid could pay for an inmate's health care services. The letter states

...an exception to the prohibition of FFP is permitted when an inmate becomes a patient in a medical institution. This occurs when the inmate is admitted as an inpatient in a hospital, nursing facility, juvenile psychiatric facility, or intermediate

1 *Estelle v. Gamble* (429 U.S. 97 [1976])

2 The Pew Charitable Trusts and the John D. and Catherine T. MacArthur Foundation, State Prison Health Care Spending: An Examination, 2014, <http://www.pewtrusts.org/-/media/Assets/2014/07/StatePrisonHealthCareSpendingReport.pdf>.



care facility. Accordingly, FFP is available for any Medicaid covered services provided to an ‘inmate’ while an inpatient in these facilities provided the services are included under a State’s Medicaid plan and the ‘inmate’ is Medicaid-eligible.<sup>3</sup>

The Code of Federal Regulations defines an inpatient as a patient who is admitted to a Medical institution for 24 hours or longer, or one who is expected to remain for 24 hours or longer but who—because of death, discharge, or transfer—ends up leaving before 24 hours have gone by.<sup>4</sup> What this means is that Medicaid could pay for hospital services for any Medicaid-eligible inmate (which, given their income, is likely to be the vast majority) admitted to an outside hospital or other facility listed above, as long as the specific services are covered by Medicaid. In addition to potentially paying for services currently paid for by Sheriff’s departments and local governments, Medicaid possesses the capacity to perform QA and UM functions that could ensure that care provided to inmate inpatients would be both high quality and necessary.

Many states have started to aggressively pursue the inmate inpatient hospitalization option for prisoners, with promising early results. For example, Ohio reported that it reduced prison health care spending by \$10.3 million in FY 2014 compared to FY 2013 because of savings attributable to Medicaid-covered inpatient hospitalizations; Michigan, which recently began to implement the option, estimated that it could save \$16.8 million in the first year; and California has estimated that it could save up to \$70 million per year.<sup>5</sup>

Although similar data on jail health care savings have not been publicized, jails have started to pursue the option as well. A 2013 California Law, AB 720, created an option for Sheriff’s Departments or other county-designated entities to submit applications for Medi-Cal (the state’s Medicaid program) on behalf of inmates who need inpatient hospitalization, without requiring the inmates’ signatures

3 Letter from the Department of Health and Human Services to All Associate Regional Administrators of the Division for Medicaid and State Operations (since consolidated within the Centers for Medicare and Medicaid Services) regarding “Clarification of Medicaid Coverage Policy for Inmates of a Public Institution,” December 12, 1997, available at <http://www.colorado.gov/cs/Satellite?blobcol=urldata&blobheader=application%2Fpdf&blobkey=id&blobtable=MungoBlobs&blobwhere=1251618397983&ssbinary=true>.

4 42 CFR § 440.2 - Specific definitions definitions of services for FFP purposes, [http://www.ecfr.gov/cgi-bin/text-idx?type=simple;c=ecfr;cc=ecfr;rgn=div5;idno=42;q1=433.139;sid=6a425ea8a3628957f896d8f1e451244d;view=text;node=42%3A4.0.1.1.9#se42.4.440\\_110](http://www.ecfr.gov/cgi-bin/text-idx?type=simple;c=ecfr;cc=ecfr;rgn=div5;idno=42;q1=433.139;sid=6a425ea8a3628957f896d8f1e451244d;view=text;node=42%3A4.0.1.1.9#se42.4.440_110).

5 California Healthline, Billing Medicaid for Inmate Care Saves Calif., Other States Millions, September 24, 2014, <http://www.californiahealthline.org/articles/2014/9/24/billing-medicare-for-inmate-care-saves-calif-other-states-millions>.

(this authority does not apply in other circumstances).<sup>6</sup> Several California counties, including San Joaquin, Alameda, and San Francisco, have designated county entities to perform Medi-Cal intake activities in accordance with AB 720.<sup>7</sup> Counties can pursue the inmate inpatient option using traditional Medicaid application processes as well, and Sheriff’s Departments and local governments nationwide could potentially realize significant savings.

### Policy Considerations

The following policy considerations may help Sheriff’s Departments and local governments who are interested in pursuing the inmate inpatient hospitalization option. Sheriff’s Departments and local governments could consider:

**Coordinating with the State Medicaid Agency regarding Medicaid termination and suspension.** The State Medicaid Agency is the state-level entity in charge of a state’s Medicaid program. When a Medicaid beneficiary is admitted to a jail or prison, his or her Medicaid enrollment can either be terminated

6 California Assembly Bill 720 (2013-2014), [http://leginfo.ca.gov/faces/billNavClient.xhtml?bill\\_id=201320140AB720](http://leginfo.ca.gov/faces/billNavClient.xhtml?bill_id=201320140AB720).

7 For San Joaquin, see [http://www.sjgov.org/board/Board%20Meetings/Agendas/112613/MG94745/AS94757/AI97761/DO97762/DO\\_97762.PDF](http://www.sjgov.org/board/Board%20Meetings/Agendas/112613/MG94745/AS94757/AI97761/DO97762/DO_97762.PDF); for Alameda, see [http://www.acgov.org/board/bos\\_calendar/documents/DocsAgendaReg\\_05\\_27\\_14/PUBLIC%20ASSISTANCE/Regular%20Calendar/SSA\\_Sheriff\\_203415.pdf](http://www.acgov.org/board/bos_calendar/documents/DocsAgendaReg_05_27_14/PUBLIC%20ASSISTANCE/Regular%20Calendar/SSA_Sheriff_203415.pdf) for San Francisco, see <http://www.sfbos.org/ftp/uploadedfiles/bdsupvrs/ordinances/14/00045-14.pdf>.

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or suspended, depending on the state. In 2004, the Centers for Medicare and Medicaid Services (the federal regulatory body in charge of Medicaid) issued a letter to State Medicaid Directors urging them to suspend, rather than terminate, Medicaid enrollment when people enter jails and prisons. Suspension, the letter states, would facilitate re-entry because it would eliminate unnecessary re-applications.<sup>8</sup> Suspension, moreover, could also facilitate the inmate inpatient hospitalization option, as it could be easier to re-instate an inmate's suspended Medicaid enrollment than to submit a full application. Sheriff' Departments and local jurisdictions could consider coordinating with State Medicaid Agencies to determine whether their state terminates or suspends Medicaid. In termination states, Sheriff' Departments could consider advocating for suspension in order to facilitate billing for inpatient hospitalization and re-entry.

**Coordinating with the state and/or county social services agencies to develop Medicaid application and enrollment processes.** Depending on the state, either state or county entities (usually the state or county social services departments) administer Medicaid eligibility and enrollment. Because these entities process Medicaid applications and make eligibility determinations, they could be a valuable partner in developing inmate application and enrollment processes. Strategies are likely to differ by state and/or county, but it could be possible, for example, for Sheriff' Departments and social services agencies to develop expedited application and eligibility determination processes for jail inmates.

**Re-evaluating correctional health and/or hospital contracts in light of the inmate inpatient hospitalization option.** Depending on the jurisdiction, Sheriff' Departments may have contracts with hospitals to pay for hospital services. In some jurisdictions, Sheriff' Departments may pay directly for services as needed. In jurisdictions that contract for correctional health services with public or private health providers, the provision of hospital services may be factored into overall correctional health contracts. For example, contracts could stipulate that Sheriff' Departments and correctional health providers share a portion of patients' hospital bills. The inmate inpatient hospitalization option means that many or most hospital services provided to jail inmates could instead be covered by Medicaid. Sheriff' Departments and local governments could consider restructuring contracts with hospitals and/or correctional health providers to reflect the opportunity to refinance hospital bills onto Medicaid.

<sup>8</sup> Letter from the Centers for Medicare and Medicaid Services to State Medicaid Directors regarding "Ending Chronic Homelessness," May 25, 2004, <http://www.medicaid.gov/Medicaid-CHIP-Program-Information/By-Topics/Long-Term-Services-and-Supports/Community-Living/Downloads/Ending-Chronic-Homelessness-SMD-Letter.pdf>.

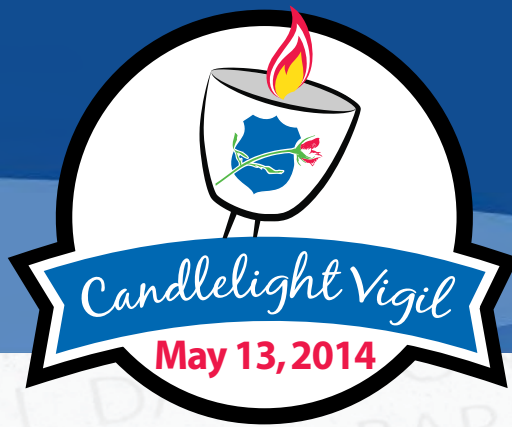
The 1997 inmate inpatient hospitalization option opened the door for Sheriff' Departments to assure high quality care and reduce some correctional health care costs, although the opportunities to do so were few and far between. The ACA's Medicaid expansion changed this dynamic, greatly expanding eligibility among jail inmates, and, therefore, opportunities to bill Medicaid for inpatient hospitalizations. As a result, Sheriff's Departments and local government that are able to implement the necessary processes to begin billing Medicaid for inpatient hospitalizations stand to achieve significant gains in care quality and sustainable savings alike. ✪

U.S. Patent 7586732 **STUN CUFF**  
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# UNITED BY LIGHT

Every year, thousands of people are United By Light during the annual Candlelight Vigil, held at the National Law Enforcement Officers Memorial, in Washington, DC. Together, we can spread the light into communities throughout the country, in honor of our law enforcement heroes. Join us today by lighting a candle or watching the webcast with friends and family.

## LIGHT A CANDLE



Make a donation to light a virtual candle below in honor, memory, or support of a special officer.

## WATCH TOGETHER



Invite your friends and family, and RSVP to watch the Candlelight Vigil webcast on May 13.

[www.UnitedByLight.org](http://www.UnitedByLight.org)

# National Neighborhood Watch



## Residential Video Alarms Create a Safer Community

By Susan Crow, Director of Communications, NSA

Residential alarm systems are being rocked by a tsunami – and creating safer communities with affordable video alarms. Many residential systems are now being purchased on-line and being self-installed by the property owners. These DIY (Do-It-Yourself) alarm systems remove the traditional alarm dealer/installer and the result is more affordable than the traditional alarm of yesteryear – and many include video. These DIY systems communicate to smartphones and provide the homeowners video clips to verify when their children arrive home or when there is an attempted burglary. The changing DIY business model has brought the cost down so that these video alarms have become affordable to the typical blue collar citizen or single mother. Monitoring, however, is still crucial to maximize safety. The best of these systems send the video of an alarm event to a professional central station for review and dispatch, increasing the effectiveness of the 911 center staff and responding deputies to focus their efforts on real crimes. Unmonitored systems (where video is only sent to the homeowner) don't deliver faster response time and more arrests.

Video verified alarms (where the video of the actual alarm is reviewed by a professional central station before dispatch) have increased arrest rates and reduced false alarms. The arrest rate for traditional alarms is only 0.02% or less than one arrest for 10,000 alarm runs. Monitored video alarms have achieved documented arrest rates of over 20%, thousands of times better than the older alarm systems (see article on a 70% arrest rate in *Sheriff May/June 2012*, page 70). In fact, Video Verified a video verified system is the only alarm ever endorsed by the National Sheriffs Association because it was simply more effective. The trend is attracting national attention and the cover article of the June 2014 *National Academy*, the magazine of the FBI National Academy associates, stated, "Video Verified Alarms: A Local Force Multiplier in Making Arrests and Fighting Crime."

For sheriffs, the good news is that video verified alarms have become an increasingly effective tool to improve community safety. While video verified alarms have always been more effective, they were also more expensive and raised concerns about promoting

a solution only for the affluent. The alarm industry's evolution to a DIY system now provides an effective option for those who cannot afford a professionally installed video alarm system. A well designed DIY package with professionally monitored video verification provides law enforcement with more information on and the opportunity to focus resources on an actual crime in progress instead of wasting a deputy's time on a false alarm. Law enforcement across the country are using "Priority Response" as an incentive to encourage citizens to install professionally monitored video verified alarms to help combat property crime. A single arrest is often all that is needed to stop a local crime wave. This does not mean that the professionally installed systems with monitored video verification are inferior, but they are also more expensive and beyond the reach of many in the community. Many of those who are most at risk cannot afford professionally installed alarm systems but the DIY alternative now makes safer homes affordable. Better tools that cost less money can be widely deployed to create a safer community.

It seems certain that improved alarm systems with video verification will become a more important tool for sheriffs especially law enforcement who are the primary responders to burglar alarms. Arresting the bad guy and putting teeth into "deterrence" go a long way to protect our citizens and their property. ★





# The National Sheriffs Association

## Protect The Protector Ballistic Vest Fund



**□ LET'S NOT PUT ANY MORE NAMES ON THIS WALL! □**

Over 200,000 deputy sheriffs and police officers will go to work in the United States, in 2015, without a ballistic vest or will wear one that is up to 20 years old! The average life span of a vest is 5 years.

Every officer, who goes to work, protecting the citizens of this great country, should have access to a vest! **You can help!**

In partnership with the Safe Surfin Foundation, your generous donation of any amount can save lives!

Application for law enforcement agencies who would like to receive vests through the program can go to

[www.sheriffs.org/protect](http://www.sheriffs.org/protect)

**100% of your Tax Deductible Donation will go to purchasing ballistic vests for officers in need!**

Go to [www.sheriffs.org/vests](http://www.sheriffs.org/vests), and login to contribute online.

Mail a check to The National Sheriffs Association, 1450 Duke Street, Alexandria, Virginia 22314. The check should be made payable to the NSAEF, Protect the Protector Fund.

**A Law Enforcement Officer Dies Every 53 Hours In the Line of Duty**

**2014 saw a 56% increase in law enforcement officers shot and killed by gunfire!**

**2014 was the fifth straight year that ambush attacks on law enforcement officers were the number one cause of felonious fatalities.**

# WHY YOU SHOULD BE CONCERNED ABOUT GOOGLE'S *WAZE* APP

**There is NO legitimate reason for *Waze* to have the police locator feature!**

After many requests from law enforcement, Google still has not met with us to discuss our safety concerns; and they can only offer a tremendously weak, if not misleading, safety justification for continuing to have the police locator feature on their *Waze* app.

*Waze* spokesperson Julie Mossler says that Google thinks deeply about safety and security. **FALSE!** If Google cared, they would meet to discuss our safety and security concerns. The police locator feature puts law enforcement and the public at risk!

Spokesperson Mossler says, "Most users tend to drive more carefully when they believe law enforcement is nearby." **MISLEADING!** The police locator feature is a tool for irresponsible drivers to drive less carefully! It allows them to locate – and slow down momentarily when approaching – an officer; then, when the feature lets them know the coast is clear, they can speed up again.

## Why Law Enforcement Should Be Concerned:

The *Waze* app can locate your movement with detailed descriptions and pictures. It becomes public and can be shared with anyone including gang members and terrorist!



## YOUR SAFETY IS AT RISK

Download the *Waze* app, understand the police locator feature, and protect yourself!

## Why MADD, Highway Safety Advocates and the Public Should Be Concerned:

Evidence on social media shows that people who drink and drive use *Waze's* police locator feature to avoid law enforcement. A drunk driver on the road is a catastrophe waiting to happen. Over 10,000 families are destroyed each year by drunk drivers.

A drunk driver can use the police locator feature to pinpoint law enforcement and choose alternate routes. Why offer this tool that makes it easier to avoid law enforcement and drink and drive?



## Why the NCMEC and Parents Should Be Concerned:

Google just announced that the *Waze* app will start scanning for *AMBER Alerts*, the child abduction alert system project of the National Center for Missing and Exploited Children (NCMEC) that has helped bring 745 children home safely. It is wonderful news that *Waze* will display live *AMBER Alerts* on your smart phone; but, there is a dark side - the police locator function!

The same wonderful *Waze* app that could help locate these children and bring them home safely will also be a wicked tool in the hands of the abductor. By using the police locator feature, the abductor can avoid police and law enforcement checkpoints and navigate a safe route out of the area!

In 2014, there were 466,949 entries of missing children in the FBI database; and a 2006 study, showed that 76.2 percent of abducted children who are killed were dead within three hours of the abduction.



## Why Would We Give Bad People This Tool?

The facts are clear. It is just a matter of time before we start seeing the dangers that lurk within the *Waze* app's police locator feature. A state's attorney in Florida recently said she sees more and more criminals using technology to perpetrate crimes against people than ever before. Why give criminals one more tool to use against us?

**Google – BE RESPONSIBLE! REMOVE *Waze's* Police Locator Feature NOW!**

For more information and to find out how you can help, go to:

[www.sheriffs.org/BadWaze](http://www.sheriffs.org/BadWaze)

# Advanced Roadside Impaired Driving Enforcement (ARIDE) Program

Monday – Tuesday, June 29 - 30, 2015 (8:00am – 4:00pm)

The ARIDE Program will be offered during the NSA Annual Conference in Baltimore, Maryland. If you are interested in attending, please contact Ed Hutchison at [ehutchison@sheriffs.org](mailto:ehutchison@sheriffs.org).

ARIDE was created to address the gap in training between the Standardized Field Sobriety Testing (SFST) and the Drug Evaluation and Classification (DEC/DRE) program.

The SFST program trains officers to identify and assess drivers suspected of being under the influence of alcohol, while the DEC/DRE program provides more advanced training to evaluate suspected drug impairment. The SFST assessment is typically employed at roadside, while an officer trained as a Drug Recognition Expert (DRE) through the DEC program conducts a 12-step evaluation in a more controlled environment such as a jail or a detention facility.

ARIDE is intended to bridge the gap between the SFST and DEC/DRE programs by providing officers with general knowledge related to drug impairment and by promoting the use of DREs in states that have the DEC Program. One of the more significant aspects of ARIDE is the required student demonstration of the SFST proficiency requirement. The ARIDE program stresses the importance of the signs and symptoms of the seven drug categories. This course will train law enforcement officers to observe, identify and articulate the signs of impairment related to drugs, alcohol, or a combination of both, in order to reduce the number of impaired driving incidents as well as crashes which result in serious injuries and fatalities. This course will educate other criminal justice professionals (prosecutors, toxicologists, judges, etc.) to understand the signs of impairment related to drugs, alcohol, or a combination of both, to enable them to effectively work with law enforcement in order to reduce the number of impaired driving incidents as well as crashes which result in serious injuries and fatalities.

ARIDE is a 16-hour training course and is taught by DRE instructors. The following summarizes the sessions contained in the ARIDE course:

- Introduction and Overview of Drugs and Highway Safety
- SFST Update, Review and Proficiency Examination
- Observations of Eyes and other Sobriety Tests to Detect Alcohol and Drug Impairment
- Seven Drug Categories
- Effects of Drug Combinations
- Pre- and Post-Arrest Procedures

The training will be conducted under the administration and approval of the DEC/DRE program state coordinator.

The ARIDE-course can be used as an SFST update. This course is designed to build on the Standardized Field Sobriety Test practitioner course. In order for the participant to effectively utilize the information presented in this course, NHTSA has set a prerequisite of SFST proficiency. The participant will receive a short review and update. All participants are required to pass an SFST proficiency evaluation. Failure to successfully complete the SFST proficiency evaluation will result in dismissal from class.

## REQUIREMENTS:

- All participants MUST be SFST proficient
- Must pass an SFST Proficiency and Course Assessment.
- Registration:
- Complete ARIDE training registration form.
- There is NO registration fee for the ARIDE Course. The program is provided through grant funds from the Department of Transportation.
- Training is eligible for CEU's. 🌟

**Pre-Registration is required through the NSA Conference Website. It is available at [www.nsaconference.org](http://www.nsaconference.org)**



COME CELEBRATE 75 YEARS OF NSA

**National Sheriffs' Association  
Annual Conference & Exhibition**



**BALTIMORE  
JUNE 26-JULY 1, 2015**

**Registration and Housing  
Now Open**

Go to [www.nsaconference.org](http://www.nsaconference.org) for details!



# PRESIDENTIAL FORUM

## JUNE 29-30, 2015 › BALTIMORE, MD

For our 75th Anniversary Conference, NSA will hold a Presidential Forum on June 29-30, 2015 in Baltimore. This event will give you, our members, the opportunity to hear the presidential hopefuls and what they will do for law enforcement. This event will also give you, our members, the opportunity to make or break a candidate for the presidency.

As elected leaders in your communities, it is important that your voices be heard. By coming together in Baltimore for this historic event, NSA will provide a message to the candidates that law enforcement is tired of the attack on law enforcement.

We have invited both Democrats and Republicans. The Forum will be set up like a political convention, each candidate will have limited time to speak, then there will be 4-5 questions asked of each candidate.

In the upcoming weeks, you will have an opportunity to submit questions for the candidates. The best questions will be chosen by NSA Leadership and asked during the Forum by our moderator, Jonathan Thompson, executive director of NSA.

### INVITED

#### Republicans

Governor Jeb Bush  
Benjamin S. Carson Sr., M.D.  
Governor Chris Christie  
Senator Ted Cruz  
Senator Lindsey Graham  
Governor John Kasich  
Governor Bobby Jindal  
Governor Sarah Palin  
Governor George Pataki  
Senator Rand Paul  
Governor Mike Pence  
Governor Rick Perry  
Senator Marco Rubio  
Senator Rick Santorum  
Donald Trump  
Governor Scott Walker

#### Democrats

Governor Steve Beshear  
Vice President Joe Biden  
Governor Steve Bullock  
Governor Jerry Brown  
Rep. Joaquin Castro  
Secretary of State Hillary Clinton  
The Honorable Andrew M. Cuomo  
Governor Howard Dean  
Senator Kristen Gillibrand  
Vice President Al Gore  
Governor Maggie Hassan  
Governor John Hickenlooper  
Senator Amy Klobuchar  
Governor Martin O'Malley  
Senator Bernie Sanders  
Senator Mark Warner  
Senator Elizabeth Warren  
Senator James Webb



# SPECIAL PRESENTATION

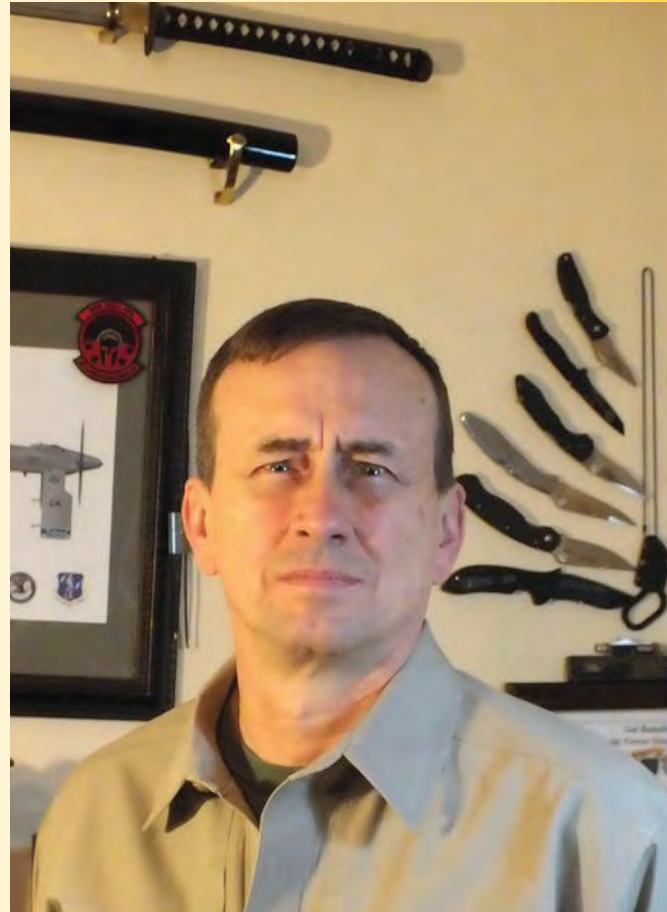
## The Bulletproof Mind: Psychological Preparation for Combat

Lieutenant Colonel Dave Grossman

Course Objective: To do, for the mind and the spirit, what body armor does for the torso.

This session reflects a new era of 'record' body counts in international and domestic terrorism. It also considers:

- Salient historical events that may influence terrorist behavior.
- The possibility of school violence, and school/workplace violence prevention.
- A virus of violence in America and worldwide, its causes and its effect.
- The psychological cost of conflict
- The physiology and psychology of a conflict situation
- PTSD: What is it and how to prevent it.
- The resistance to killing in every healthy human.
- Non-filers throughout history.
- A revolution in combat: Use of training to overcome the resistance to killing.
- Training kids to kill: The virus of violence and how kids are being enabled to kill.
- Survival after the battle and in the years to come.



## NEW IN BALTIMORE! SCANVENGER HUNT

Our traditional passport program is being replaced with a Scavenger Hunt, a fun way to interact with other attendees as well as the vendors in the exhibit hall. Earn points for attendance by scanning the QR codes in various locations throughout the conference. Prizes will be awarded for the highest points.

PHOTO CREDIT: VISIT BALTIMORE



# NSA ANNUAL CONFERENCE & EXHIBIT IN BALTIMORE, MARYLAND

JUNE 26-JULY 1, 2015

**SCHEDULE** \*subject to change

## FRIDAY, JUNE 26

**4:30 PM – 5:30 PM**

### **NSA Executive Committee Meeting**

Hilton; Room: Calloway A/B

## SATURDAY, JUNE 27

**8:00 AM – 4:00 PM**

Attendee Registration

Room: Pratt St Lobby

**8:00 AM – 5:00 PM**

Exhibitor Registration / Exhibit Hall Set-up

Room: Pratt St Lobby and Exhibit Hall

**8:30 AM – 9:30 AM**

### **Seminar A1: Texas and Louisiana Use HSIN for Crime Prevention**

The Texas Department of Public Safety (TXDPS) and Louisiana State Analytical and Fusion Exchange (LA-SAFE) are leveraging Homeland Security Information Network (HSIN) in innovative ways to prevent crime in their jurisdictions. This session will highlight the collaboration between fusion centers, law enforcement, and other state and local partners using the tools available through HSIN. Walk away with best practices and operational examples to improve your information sharing efforts.

Room: 336

**Speakers:** *Katie Mullins, Outreach, Policy and Communications Director, Homeland Security Information Network, Washington, DC; Hanh Truong, Mission Advocate, Homeland Security Information Network, Austin TX; and Captain David Cabrera, Texas Department of Public Safety, Austin TX*

**8:30 AM – 9:30 AM**

### **Seminar A2: Mental Health First Aid for Public Safety**

The Mental Health First Aid for Public Safety course has been adopted by a number of jurisdictions as a complement to CIT Training. This seminar will outline specific methods of identifying common signs and symptoms of mental illness. Participants will learn how to respond in a safe and effective manner to preserve office and public safety. The history and growth of the program will also be covered.

Room: 337

**Speakers:** *Bryan V. Gibb, Director of Public Education, National Council for Behavioral Health, Washington, DC; Captain Joseph Coffey, Rhode Island Police Department, Warwick, RI*

**8:30 AM – 9:30 AM**

### **Seminar A3: The Office of Field Operation – an Overview**

This presentation will summarize the overall mission of CBP Office of Field Operations (OFO). It will provide a general overview of CBP's layered enforcement strategy from pushing the borders out to other countries through special programs, to the enforcement tools used on the frontline at the ports of entry. It will provide a clear picture of the border search authorities and reference the

multitude of other laws and regulations CBP enforces on the border.

Room: 338

**Speaker:** *Christine Waugh, Director, Tactical Operations Division, Customs and Border Protection, Washington, DC*

**9:00 AM – 12:45 PM**

### **NSA Executive Committee, Board of Directors and Past Presidents** (Joint Meeting for 1st Hour with Committee of State Sheriffs' Associations)

Room: Hilton; Key Ballroom 7

**Chair:** *Sheriff John E. Aubrey, Jefferson County, KY*

**9:00 AM – 4:00 PM**

### **Committee of State Sheriffs' Associations** (Joint Meeting for 1st Hour with NSA Executive Committee, Board of Directors and Past Presidents)

Room: Hilton; Key Ballroom 8

**Chair:** *Steve Casey, Executive Director, Florida Sheriffs' Association*

**9:45 AM – 10:45 AM**

### **Seminar B1: Critical Incident Response - The Need for Peer Support**

This course is designed to inform agencies about the need and benefit of having a Peer Support Program. Topics will include how to develop, train, and implement a specialized unit of peers that can respond to critical incidents within your agency, diffusing and debriefing employees who have been involved in a critical incident, and minimizing long-term post traumatic stress effects that most officer encounter in their career.

Room: 336

**Speaker:** *Chief Deputy Dan Phillips, U.S. Marshal, US Marshals Service, Tyler, TX*

**9:45 AM – 10:45 AM**

### **Seminar B2: Protect Your Departmental Resources – By Safeguarding Your Supply Chain**

The presentation will illustrate how criminals convincingly sell counterfeit equipment via the Internet. Illicit websites and third party vendors economically victimize law enforcement agencies through the sale of counterfeit equipment and supplies. Through a web-based training the IPR Center is educating procurement professionals on the threat of purchasing counterfeit goods online.

Room: 337  
**Speaker:** *Joseph Macias, Deputy Assistant Director, National Intellectual Property Rights Coordination Center, Arlington, VA*

**9:45 AM – 10:45 AM**

### **Seminar B3: Surveillance Camera Development Project DHS Homeland Security Investigations (HSI)**

Technical Operations and Science and Technology Directorate have co-developed an innovative low light camera and video codec for use on cellular networks in surveillance applications.

## SATURDAY, JUNE 27 *continued*

This presentation will demonstrate the identification of a technology gap, and the development of a solution to support difficult low light surveillance requirements.

Room: 338

**Speakers:** *Kelly W. Oliver*, Section Chief, ICE-Homeland Security Investigations (HSI), Lorton, VA; **Aaron Reynolds**, Technical Enforcement Office, US Department of Homeland Security, Seattle WA; and **Greg Price**, Technology Development Director, US DHS Science & Technology Directorate, Washington DC

### 9:45 AM – 10:45 AM

#### **Seminar B4: Our Greatest - Yet Most Valuable Challenge - Reducing Officer Involved Crashes**

This workshop will provide attendees an awareness of the significant negative impact law enforcement involved crashes are having on our profession, image, and budgets. As with life, often our greatest challenges produce the highest rewards. By reviewing programs, initiatives, policy, and drivers programs, and by looking at new approaches, attendees will be given ideas and tools for making a difference within their own agencies.

Room: 339

**Speaker:** *Mike Robbs*, Branch Chief, FLETC / Driver and Marine Division, Glynco, GA

### 9:45 AM – 10:45 AM

#### **Seminar B5: Building Trust in Communities Through Procedural Justice**

This panel discusses how law enforcement can build trust in communities by applying procedural justice to internal policies and police/citizen encounters. The panel will discuss use of force, racial profiling and organizational transformation in terms of building trust with communities through a procedural justice lens.

Room: 340

**Speakers:** *Melissa Bradley*, Policy Analyst, US Department of Justice COPS Office, Washington, DC; **Charlene Moe**, Center for Public Safety and Justice, University of Illinois, Springfield IL; and **Mike Davis**, Chief of Police, Northeastern University, Boston MA

### 11:00 AM – 12:00 PM

#### **Seminar C1: Bias Crimes - Shielding the Office of Sheriff From Unfair Attack**

Crimes involving bias, whether perceived or actual, can inflame communities through rumors spread by social and traditional media. We have investigated several of these high profile crimes that have gone viral internationally. Through lessons learned, we were able to deflect or squash inaccurate public and media criticism aimed at the sheriff and agency. Recent events, case studies, policies and procedures, and suggested community partnerships will be discussed.

Room: 336

**Speakers:** *Sheriff (ret.) Al Lamberti*, Broward County Sheriff's Office FL

### 11:00 AM – 12:00 PM

#### **Seminar C2: Operation: Street Smart**

An innovative approach to educating law enforcement executives, Street Smart brings the latest terminology and drug trends from the street to the classroom. Concealment, paraphernalia, signs and symptoms of abuse of the newest street drugs are presented in a hands-on manner.

Room: 337

**Speakers:** *Major Steven Tucker*, Franklin County Sheriff's Office OH; **Captain Shawn Bain**, Franklin County Sheriff's Office, OH and **Michael Powell**, Public Information Specialist, Franklin County Sheriff's Office, O

### 11:00 AM – 12:00 PM

#### **Seminar C3: The Future of Video Communications: Handhelds, Bandwidth and the User Experience**

The ability to seamlessly send and receive video and supporting data over a variety of networks is a growing topic of discussion for departments. Updates to networks and new handheld devices will be discussed.

Room: 338

**Speaker:** *Tom Guthrie*, Vice President, Smart Public Safety Solutions, Motorola

### 11:00 AM – 12:00 PM

#### **Seminar C4: Volunteers, The Hidden Resource of a Sheriff's Office**

This seminar will review some of the areas where volunteers can add to the efficiency of the Sheriff's Office with minimum expense. It will cover administration support, chaplains, victims services, search & rescue, and armed and unarmed patrols. It will explain the details as well as the requirements for each level of volunteer.

Room: 339

**Speaker:** *Douglas Ewen*, Posse Captain, Pinal County Sheriff's Office AZ

### 11:00 AM – 12:00 PM

#### **Seminar C5: Preventing a Terrorist Attack Using the Eight Signs of Terrorism**

Sheriff's deputies are exposed to wide-ranging groups of people from the sovereign citizen, white supremacist and all forms of contemporary violent extremists. Radical Islam is not the only source of terrorism. Using the eight signs of terrorism, participants will be exposed to the indicators of terrorism and encouraged to report these indicators using the SAR (Suspicious Activity Report).

Room: 340

**Speakers:** *Terri Singleton*, Senior Instructor, FLETC, Counterterrorism Division, Glynco, GA; and **Robert P. Hrdlicka**, Branch Chief, FLETC, Counterterrorism Division, Glynco, GA

### 12:30 PM – 1:30 PM

#### **Seminar D1: Deliberate Field Command Dynamics**

This comprehensive workshop will introduce "Deliberate Field Leadership" and the fifteen (15) dynamics for maximize effectiveness. The presenters will provide both law enforcement and military examples to clarify the dynamics.

Room: 336

**Speakers:** *Mitch Javidi, Ph.D.*, CEO and President, International Academy of Public Safety, Holly Springs, NC; and **Charles "Sid" Heal**, President, California Association Tactical Officers, Glendale, C

## SATURDAY, JUNE 27 *continued*

### 12:30 PM – 1:30 PM

#### **Seminar D2: Using Social Media in a Crisis: Columbia Mall Shooting**

This session will present the changing face of the media and the benefit and obstacles in social media for public safety agencies through a case study of the Columbia Mall shooting. Included will be how to handle being the news source in a crisis situation and how to integrate social media into a traditional media strategy.

Room: 337

**Speaker: Sherry Llewellyn**, Director of Public Affairs, Howard County Police Department, Ellicott City, MD

### 12:30 PM – 1:30 PM

#### **Seminar D3: OVC's Training and Technical Assistance Center - Ready to Meet Your Needs**

Through a variety of training and technical assistance opportunities, OVC TTAC can support professional development and help you enhance victim services to the community and reach underserved victims of crime. Come join us for a conversation about how OVC TTAC can better meet your needs. You can also find out about new training and technical assistance products on victims' rights, elder abuse, human trafficking, and identity theft

Room: 338

**Speaker: Marti Kovener**, Project Director, OVC TTAC, Fairfax, VA

### 12:30 PM – 1:30 PM

#### **Seminar D4: Make Your Speech Memorable – Using TED Talk Techniques**

TED (technology, education, design) talks are four-day annual events. This seminar reviews some of the rules and techniques that make these concise speeches so compelling and shows how to incorporate them into your next presentation. Techniques will include use of personal stories, quotes, anecdotes and effective use of PowerPoint to support, not be, your speech.

Room: 339

**Speakers: Undersheriff Ted Freeman**, Monmouth County Sheriff's Office, Freehold, NJ; an **Sergeant Ted Freeman, III**, NJ Air National Guard, Spring Lake Hgts., NJ

### 12:30 PM – 1:30 PM

#### **Seminar D5: Tactical Medical Procedures for Law Enforcement**

This seminar will provide law enforcement officers with knowledge skills, and abilities to apply tactical medical procedures during a high-risk environment. This program focuses on self care and buddy care (TCCC).

Room: 340

**Speaker: Matthew Basenback**, Senior Instructor, FLETC, Physical Techniques Division, Glynco, GA

### 12:45 PM – 1:45 PM

#### **Nominating Committee**

Key Ballroom 7

*Chair: Sheriff Ted Kamatchus, Marshall County, IA*

### 1:30 PM – 3:30 PM

#### **CJIS Committee**

Room: 341

*Chair: Sheriff Mike Brown, Bedford County, VA*

*Vice Chair: Sheriff Gary Maha, Genesee County, NY*

### 1:30 PM – 3:30 PM

#### **Crime Victim Services Committee**

Room: 342

*Chair: Sheriff Craig Webre, Lafourche Parish, LA*

*Vice Chair: Sheriff John Whetsel, Oklahoma County, OK*

### 1:30 PM – 3:30 PM

#### **Global Policing Affairs Committee**

Room: 327-329

*Co-Chair: Sheriff Paul Fitzgerald, Story County, IA*

*Co-Chair: Sheriff Richard Stanek, Hennepin County, MN*

### 1:45 PM – 2:45 PM

#### **Seminar E1: After-Action Assessment of the Police Response in Ferguson**

The COPS Office funded an assessment of the regional law enforcement response to the demonstrations, protests, and rioting that occurred the first 16 days following the shooting of Michael Brown. The assessment report is tentatively scheduled to be released late spring or early summer, and this session will focus on the findings

Room: 336

**Speakers: Gina Hartsfiel**, Executive Vice President, IIR, and **Dr. David Carter**, School of Criminal Justice, Michigan State Univ.

### 1:45 PM – 2:45 PM

#### **Seminar E2: Preventing Corruption and Building Public Trust Within Your Sheriff's Office**

This seminar will cover how to prevent corruption; get the media on your side; establish accountability; implement new policies & procedures; and community involvement.

Room: 337

**Speaker: Sheriff Dave Phalen**, Fairfield County Sheriff's Office Lancaster, OH

### 1:45 PM – 2:45 PM

#### **Seminar E3: DOJ Equitable Sharing Program - Policy Reforms, Program Enhancements and Valuable Tools**

The Department of Justice Equitable Sharing Program has undergone many reforms in the last year. This workshop will discuss the changes and the resulting impact on state and local law enforcement agencies. The workshop will also discuss Program enhancements, including the eShare Portal, designed to better assist participants with tracking shared funds, submitting sharing requests electronically and the new annual reporting procedures.

Room: 338

**Speakers: Alice Dery**, Deputy Chief, Asset Forfeiture and Money Laundering Section, U.S. DOJ, Washington, DC; **Brian Boykin**, Equitable Sharing Program Manager, Asset Forfeiture and Money Laundering Section, U.S. DOJ, Washington, DC; and **Jennifer Bickford**, Assistant Deputy Chief, Asset Forfeiture and Money Laundering Section, U.S. DOJ, Washington, DC

## SATURDAY, JUNE 27 *continued*

**1:45 PM – 2:45 PM**

### **Seminar E4: Situational and Transformational Leadership**

The goal of leadership is to transform people and your organization, enlarge vision, insight, beliefs and bring permanent change that is self-perpetuating and momentum building. Learn how to change heart and mind to grow the organization and the individuals within it.

Room: 339

**Speaker: Chief Deputy Frank Leonbruno**, Lake County Sheriff's Office Painesville, OH

**1:45 PM – 2:45 PM**

### **Seminar E5: FBI Terrorist Screening Center Overview**

A high-level overview of the Terrorist Screening Center, its function and capabilities.

Room: 340

**Speaker: G. Clayton Grigg**, Deputy Director of Operations, FBI, Washington DC

**1:45 PM – 3:45 PM**

### **Pegasus Meeting**

Hilton; Key Ballroom 7

**2:45 PM – 4:45 PM**

### **Special Operations Committee**

Room: 343

*Chair: Sheriff Paul Laney, Cass County, ND*

**3:00 PM – 4:00 PM**

### **Seminar F1: What is Real Risk Management all About? Part 1**

This program will focus on information about what real risk management is all about. Real risk management is more than addressing safety or ergonomic issues. Real risk management is more than indemnification and subrogation. It is about recognizing that everything we do in Sheriff's Office operations involve a level of risk. Learn how to recognize the real risks, prioritize them and mobilize to address the given risk.

Room: 336

**Speaker: Gordon Graham**, Author, Graham Research Consultants, Long Beach, CA

**3:00 PM – 4:00 PM**

### **Seminar F2: Crime Analysis on Demand: Crime Analysis Best Practices and Services**

Recognizing the success of data-driven strategies (e.g., hot spots policing, problem oriented policing) is dependent on sound crime analysis. This seminar will focus on best practices within crime analysis and the services available to implement these practices through the Bureau of Justice Assistance's Crime Analysis on Demand Initiative.

Room: 337

**Speakers: Kristen Mahoney**, Deputy Director for Policy, Bureau of Justice Assistance, Washington, DC; **Laura Wyckoff, PhD**, Senior Performance Management Analyst, Bureau of Justice Assistance, Office of Justice Programs, US Department of Justice and **Stewart Bruce**, Assistant Director, Center for Environment & Society, Washington College, Chestertown, MD

**3:00 PM – 4:00 PM**

### **Seminar F3: Leadership in a Crisis Training Program**

This seminar will provide an overview of the leadership in a crisis training program that is a research based curriculum to train law enforcement officers and emergency managers on leadership skills necessary during an emergent critical event. It will also identify issues which arise in a crisis related to interpersonal skills, communication, decision-making and critical thinking showcasing the importance of meta leadership and leading outside to silos.

Room: 338

**Speaker: James David King**, Instructor, FLETC, Protocol & Communications Office, Glynco, GA

**3:00 PM – 4:00 PM**

### **Seminar F4: Smarter Enforcement: Detection and Analysis of Illicit Pharmaceuticals and Synthetic Cannabinoids**

This seminar will cover analyses and screening of an epidemic of illicit pharmaceutical and synthetic drugs trafficking the country. Included will be the use of a cutting-edge technology, DESI-MS, that requires minimal sample preparation. The speed and simplicity of DESI analysis make possible the examination of a large number of drug samples in a very short time.

Room: 339

**Speakers: Eugene Bondoc**, Assistant Director, CBP LSSD Springfield Lab, DHS CBP Laboratories and Scientific Services, Springfield VA; **Jun-Ling You**, Chemist, DHS CBP Laboratories and Scientific Services, Springfield VA; and **Alyssa Andrews**, Chemist / (A) Quality Manager, DHS CBP Laboratories and Scientific Services, Springfield VA

**3:00 PM – 4:00 PM**

### **Seminar F5: Traumas of Law Enforcement**

This seminar will present the Concerns of Police Survivors, Inc. and their resources to assist in the rebuilding of lives of surviving families and affected co-workers of law enforcement officers killed in the line of duty as determined by federal criteria.

Room: 340

**Speaker: Madeline Neumann**, President of National Board, Concerns of Police Survivors, Camdenton, MO

**3:30 PM**

### **NSA Awards Presentation**

Room: Hilton; Holiday Ballroom 4

**4:15 PM – 5:15 PM**

### **Seminar G1: What is Real Risk Management all About? – Part 2**

This program will focus on information about what real risk management is all about. Real risk management is more than addressing safety or ergonomic issues. Real risk management is more than indemnification and subrogation. It is about recognizing that everything we do in Sheriff's Office operations involve a level of risk. Learn how to recognize the real risks, prioritize them and mobilize to address the given risk.

Room: 336

**Speaker: Gordon Graham**, Author, Graham Research Consultants, Long Beach, CA

## SATURDAY, JUNE 27 *continued*

**4:15 PM – 5:15 PM**

### **Seminar G2: The Path to the Ideal Agency is Paved with Soft Skills**

Over learning the hard skills is a culturally accepted law enforcement norm, but training on the soft ones (leadership, communication, conflict resolution) is not. This workshop will explore the reasons (e.g., liability reduction, improved engagement and productivity of employees, enhanced succession planning and agency reputation) over learning of the soft skills are essential for agency success and provide specific strategies and tool necessary to implement a soft skills training program.

Room: 337

**Speaker:** *Kimberly A. Miller, PH.D, Licensed Psychologist & Law Enforcement Consultant, Kimberly A. Miller & Associates, Fort Collins, CO*

**4:15 PM – 5:15 PM**

### **Seminar G3: NFA Firearms: What every CLEO should know about ATF, trusts, 'shall sign', and more**

One of the fastest growing areas of civilian gun ownership are firearms registered with BATFE under Title 2 of the National Firearms Act (NFA), such as silencers, short barrel rifles and shotguns, and machine guns. At the time of this publication, CLEO signatures for these applications have been optional because applicants may use simpler methods, such as trusts, to register firearms directly with ATF; however both federal and state government proposals could make CLEO signatures mandatory. This presentation will explain the NFA, ATF's proposed 41P rule-making, 'shall sign' legislation in various states, NFA trusts, and related topics to help CLEOs handle these issues and the possible changes in the regulation of NFA firearms. Due to the immediacy of these issues NSA will prepare a webcast on these topics prior to the conference. We will also be ready to help state associations defend the interests of Sheriffs who could face a substantial administrative burden if these regulatory proposals take effect.

Room: 338

**Speaker:** *Matthew J. Bergstrom, President, E4 Consultants*

**4:15 PM – 5:15 PM**

### **Seminar G4: Use-of-Force: An Organizational Transition, a Customs and Border Protection (CBP) Paradigm Change**

CBP's innovative revision and transparent publication of its use-of-force policy is vital to securing the trust and confidence of the public. The policy and training changes are the beginning of a continuous review of CBP's responsibility to only use force when it is necessary to protect people. CBP Policy, Training and Internal Affairs offices share how and why the agency took responsibility and accountability for a historic paradigm shift.

Room: 339

**4:15 PM – 5:15 PM**

### **Seminar G5: Overcoming Gender Differences in Law Enforcement Training**

The presentation will discuss how to overcome gender differences in law enforcement training. Points of emphasis on the physical differences between the genders, the way they respond to stress, communication styles and emotional intelligence.

Room: 340

**Speaker:** *Leigh Bennett, Senior Instructor, FLETC, Glynco, GA and Steve Hemenway, Senior Instructor, FLETC, Glynco, GA*

## SUNDAY, JUNE 28

**8:00 AM – 4:30 PM**

Attendee Registration / Banquet Ticket Exchange

Room: Pratt St; Lobby

**8:00 AM – 5:00 PM**

Exhibitor Registration

Room: Pratt St; Lobby

**8:00 AM – 8:45 AM**

### **NSA Prayer Breakfast**

Room: Hilton; Holiday Ballroom 1-3

**8:00 AM – 12:00 PM**

### **Homeland Security Committee**

Room: Hilton; Key Ballroom 7

Chair: Sheriff Richard Stanek, Hennepin County, MN

Co- Vice Chair: Sheriff Adrian Garcia, Harris County, TX

Co- Vice Chair: Sheriff Brad Riley, Cabarrus County, NC

**8:30 AM – 9:30 AM**

### **Seminar H1: Sheriffs' Encounters with Diplomats, Consuls, Sovereigns or Persons with Foreign Identity Documents**

This seminar will present information on what to do when you encounter diplomat consuls, honorary consuls, sovereigns, international protected people, armed foreign officials and other with Foreign Identity Documents. Information will be provided on who to contact.

Room: 336

**Speaker:** *Supervisor Special Agent (ret.) Marc A. Garcia, US Department of State, Bureau of Diplomatic Security, Aventura, FL*

**8:30 AM – 9:30 AM**

### **Seminar H2: Deadly Encounters – Case Study: The Murder of C.O. Wroten**

Office Jeffery Wroten succumbed to a gunshot wound sustained while guarding an inmate at Washington County Hospital in Hagerstown, Maryland in 206. This seminar will cover this case.

Room: 337

**Speaker:** *Mark Radcliff, Special Projects Coordinator, MD Police & Correctional Training Commissions, Sykesville, MD*

**8:30 AM – 9:30 AM**

### **Seminar H3: A Revolutionary Solution for School Safety - Part 1**

Indiana Sheriffs' Association safe school initiative: Columbine, Virginia Tech, and Sandyhook – How confident are you that this won't happen in your community? Come meet the safest school in America and find out how your schools can be protected in the same way.

Room: 338

**Speakers:** *Stephen P. Luce, Executive Director, Indiana Sheriffs' Association; Dr. Paula Maurer, Superintendent, Southwestern School District, Shelbyville, IN; and Mike Kersey, SWAT Team Leader, Montgomery County Sheriff's Office, I*



## SUNDAY, JUNE 28 *continued*

**8:30 AM – 9:30 AM**

### **Seminar H4: Sheriff's Office /High School Partnerships – a "JumpStart" to Law Enforcement**

This seminar presents a win/win for both Monmouth County Sheriff Shawn Golden, Neptune High School Principal Richard Allen, and "JumpStart" Law Enforcement Coordinator Josephine Morey. They share the success of the partnership of Neptune High School and the Monmouth County Sheriff's Office in establishing an Explorer Post.

Room: 339

**Speakers:** *Sheriff Shawn Golden, Monmouth County Sheriff's Office Freehold, NJ; Richard Allen, Ed.S, Principal, Neptune High School, Neptune NJ; and Josephine Morey, "JumpStart" Teacher and Coordinator, Neptune High School, Neptune NJ*

**8:30 AM – 9:30 AM**

### **Seminar H5: Border Patrol Search, Trauma, and Rescue Capabilities**

A basic overview of the Border Patrol's Special Operations Group's BORSTAR team and capabilities.

Room: 340

**Speaker:** *Commander Jesse Munoz, US Border Patrol Special Operations Group, El Paso, TX*

**8:45 AM – 9:45 AM**

### **NSA Worship Service**

Room: Hilton; Holiday Ballroom 1-3

**9:45 AM – 10:45 AM**

### **Seminar I1: Tackling Metals Theft: A Billion Dollar Crime in Need of a Community Based Solution**

This seminar focuses on the efforts taken by ISRI and the recycling industry to combat metals theft by working hand-in-hand with law enforcement, prosecutors, and community leaders. Gain an understanding of scrap recycling operations, the economic damage and threat to our critical infrastructure caused by metals theft, metals identification, industry compliance requirements, and ISRI resources available to law enforcement to fight metals theft

Room: 336

**Speaker:** *Brady Mills, Director of Law Enforcement Outreach, Institute of Scrap Recycling Industries (ISRI), Washington, DC*

**9:45 AM – 10:45 AM**

### **Seminar I2: Human Trafficking – Modern Day Slavery**

This seminar will provide an overview of current trends in human trafficking (HT); raise awareness of the scope; provide resources available to engage communities; encourage agency leaders to make HT a priority, have staff recognize HT during interactions with the public while taking appropriate action to intervene and protect victims, and conduct effective investigations and ensure that the needs of HT victims aren't overlooked.

Room: 337

**Speakers:** *Linda Hammond-Deckard, Policy Advisor, DOJ Bureau of Justice Assistance (BJA), Washington, DC; Scott Santoro, US Department of Homeland Security; and B. Lindsay Waldrop, Victim Justice Program Specialist, DOJ Office for Victims of Crime (OVC), Washington, DC*

**9:45 AM – 10:45 AM**

### **Seminar I3: A Revolutionary Solution for School Safety - Part 2**

Indiana Sheriffs' Association safe school initiative: Columbine, Virginia Tech, and Sandyhook – How confident are you that this won't happen in your community? Come meet the safest school in America and find out how your schools can be protected in the same way.

Room: 338

**Speakers:** *Stephen P. Luce, Executive Director, Indiana Sheriffs' Association; Dr. Paula Maurer, Superintendent, Southwestern School District, Shelbyville, IN; and Mike Kersey, SWAT Team Leader, Montgomery County Sheriff's Office, IL*

**9:45 AM – 10:45 AM**

### **Seminar I4: The Future of Drones for Public Safety Departments**

As the potential for drones grows and becomes a greater tool for public safety departments, this seminar will look at the possible future and current laws for the technology.

Room: 339

**Speaker:** *Jason Walker, Motorola Solutions, Schaumburg, IL*

**9:45 AM – 10:45 AM**

### **Seminar I5: Enhancing Correction Officer Wellness with Data-Driven Strategies**

The Middlesex Sheriff's Office (MSO) currently operates a detention facility and a house of corrections. Recognizing the impact of workplace stress on the lives of corrections officers and their work performance, the MSO reached out to the Diagnostic Center for assistance identifying the cause(s) of correction officer stress and evidence-based reduction strategies. Our panel will discuss innovative stress management approaches being used to prepare staff for the physical and mental demands of the job.

Room: 339

**Speakers:** *Steve Rickman, Senior Project Advisor (Contractor), Office of Justice Programs Diagnostic Center, Washington, DC; Katherine Darke-Schmitt, Policy Advisor, Office of Justice Programs Diagnostic Center, Washington DC; and Sheriff Peter J. Koutoujian, Middlesex County Sheriff's Office, Medford, MA*

**10:00 AM – 12:00 PM**

### **Chaplains Committee**

Room: Hilton; Poe A

Chair: Sheriff Blake Dorning, Madison County, AL

Vice Chair: Sheriff Ira Edwards, Clarke County, GA

**10:00 AM – 12:00 PM**

### **Court Security, Transportation of Prisoners and Civil Process Committee**

Room: 341

Chair: Sheriff John Zaruba, DuPage County, IL

Vice Chair: Sheriff Larry D. Amerson, Calhoun County, AL

**10:00 AM – 12:00 PM**

### **Crime Prevention/Private Security Committee**

Room: 342

Chair: Sheriff Mark Wasylyshyn, Wood County, OH

Vice Chair: Stan Martin, Frisco, TX

## SUNDAY, JUNE 28 *continued*

**10:00 AM – 12:00 PM**

### **Domestic Violence Committee**

Room: 343

Chair: Sheriff Kathy Witt, Fayette County, KY

**10:00 AM – 12:00 PM**

### **Immigration and Border Security Committee**

Room: 327-329

Chair: Sheriff (ret.) Ted Sexton, Tuscaloosa, AL

Vice Chair: Sheriff Clint McDonald, Terrell County, TX

**10:00 AM – 12:00 PM**

### **Jail, Detention and Corrections Committee**

Room: Hilton; Key Ballroom 8

Chair: Sheriff Stanley Glanz, Tulsa County, OK

Vice Chair: Sheriff Dennis Conard, Scott County, IA

**11:00 AM – 12:00 PM**

### **Seminar J1: The Internet of Things: Paying Close Attention to Trends and Analysis**

This seminar will look at the evolution of technology when it comes to mobility and the growth of machine to machine (M2M) connectivity. Areas will be highlighted where law enforcement needs to pay close attention and on the trends and analysis from this emerging and burgeoning market.

Room: 336

**Speaker: Bryan Schromsky**, Director, Federal Government & Public Safety Solutions, Verizon, Laurel, MD

**11:00 AM – 12:00 PM**

### **Seminar J2: Time = Lives**

This seminar will cover the prevention and response to active shooter incidents. Included will be how the sharing of information among partners may be able to prevent an active shooter, the use of technology in response to a school shooter, and the technology that has been implemented in Jackson County.

Room: 337

**Speaker: Undersheriff Jeff Sale**, Jackson County Sheriff's Office Medford, OR

**11:00 AM – 12:00 PM**

### **Seminar J3: The Tradition Continues – a History of the Office of Sheriff**

This Seminar provides a fast paced overview of the Office of Sheriff from its origin in early England, into the American Colonies, the Old West, through present day and the need to preserve the elected Office of Sheriff. Presentation combines humor, facts, handouts and power point.

Room: 338

**Speaker: Sheriff Roger A. Scott**, DeKalb County Sheriff's Office Sycamore, IL

**11:00 AM – 12:00 PM**

### **Seminar J4: Protecting Your Officer**

This workshop will provide an overview of what every law enforcement leader needs to know about current trends in deadly assaults on law enforcement and officer safety and wellness. It will challenge leaders to manage officer safety within their agency by

implementing policies and taking appropriate steps to maximize training and ensure use of protective equipment to reduce injuries and save officers' lives

Room: 339

**Speakers: Linda Hammond-Deckard**, Policy Advisor, DOJ Bureau of Justice Assistance (BJA), Washington, DC; **Deborah Meader**, Policy Advisor, DOJ Bureau of Justice Assistance (BJA), Washington, DC; and **Major Mark Sawa**, Travis County Sheriff's Office Austin, TX

**11:00 AM – 12:00 PM**

### **Seminar J5: The Best Kept Secrets to Maximizing Your Agency's Training Dollars**

All agencies are having to do more with less, and in a world of shrinking budgets this means training is often the first thing to go. If you are looking to have your employees maximize their learning and retention of information and get more from the money you spend, attend this workshop to learn the secrets to getting the most from your training budget.

Room: 340

**Speaker: Kimberly A. Miller, PH.D.**, Licensed Psychologist and Law Enforcement Consultant, Kimberly A. Miller & Associates, Fort Collins, CO

**12:30 PM – 1:30 PM** (1 credit hour)

### **Seminar K1: Smartphone Applications: How they Help/Hurt**

This would explore the Changes, challenges and opportunities to improve your operations, lower deputy risk and improve agency performance.

Room: 336

**Speaker: Bryan Schromsky**, Director, Federal Government & Public Safety Solutions, Verizon, Laurel, MD

**12:30 PM – 1:30 PM**

### **Seminar K2: Near Miss Reporting of Personnel from Sheriffs' Office**

The Police Foundation, with support from the USDOJ COPS Office has developed a law enforcement officer "near miss" reporting tool. The system provides lessons that work in Sheriffs' Offices to help save deputies' lives, increase safety, and provide "lessons learned" for training purposes. The goal is to promote cultures of learning rather than blame in police and sheriffs' offices

Room: 337

**Speakers: Karen L. Amendola, PhD.**, Chief Behavioral Scientist, Police Foundation, Washington, DC; **Chief (ret.) Jim Bueermann**, President, Police Foundation, Washington DC; and **Deborah L. Spence**, Supervisory Social Science Analyst, Office of Community Oriented Policing Services, Washington DC

**12:30 PM – 1:30 PM**

### **Seminar K3: Effective Drug Policy and the Role of Law Enforcement**

Effective drug policy consists of three elements: enforcement, prevention, and treatment. Research has identified best practices for the timing and composition of each of these drug policy elements to create successful drug policy that reduces drug use and increases public safety in communities. Law enforcement plays a key role in effective drug policy not only as enforcers to stop and prevent drug dealers from participating in and establishing drug markets, but as an important link to treatment for active drug users.

Room: 338

**Speakers: Dr. Kathryn Zafft**, Senior Associate, The Pew Charitable Trusts, and others TBD

## SUNDAY, JUNE 28 *continued*

**12:30 PM – 1:30 PM**

### **Seminar K4: Grant Writing 101**

Room: 339

**12:30 PM – 1:30 PM**

### **Seminar K5: Now What? Immigration and the Southwest Border**

Last year, all eyes were on immigration enforcement along the southwest border as an unprecedented influx of adults and children arrived causing a national humanitarian crisis. Now what? Hear from ICE leadership about the state of the border now, what ICE is doing to combat the issue, and how these immigration patterns are affecting local sheriffs at the border and across the country.

Room: 340

**Speakers:** *Enrique M. Lucero*, Field Office Director, US Immigration and Customs Enforcement, San Antonio, TX; *Philip Miller*, Assistant Director, ERO Field Operations, US Immigration and Customs Enforcement, Washington DC

**1:00 PM – 3:00 PM**

### **Indian Affairs Committee**

Room: 341

Chair: Sheriff Michael Leidholt, Hughes County, SD

Vice Chair: Sheriff Jack "Skip" Hornecker, Fremont County, WY

**1:00 PM – 3:00 PM**

### **NSI, Education and Training Committee**

Room: 345-346

Chair: Sheriff Larry Amerson, Calhoun County, AL

Vice Chair: Sheriff Gabe Morgan, City of Newport News, VA

**1:00 PM – 3:00 PM**

### **Reserve Law Enforcement Officers Committee**

Room: Hilton; Poe A

Chair: Sheriff Vernon P. Stanforth, Fayette County, OH

**1:00 PM – 3:00 PM**

### **Traffic Safety Committee**

Room: 347-348

Chair: Sheriff John Whetsel, Oklahoma County, OK

Vice Chair: Sheriff Dennis Conard, Scott County, IA

**1:00 PM – 3:00 PM**

### **Youth Programs and Juvenile Justice Committee**

Room: 342

Chair: Sheriff Steve Sparrow, Oldham County, KY

**1:45 PM – 2:45 PM**

### **Seminar L1: Animal Cruelty and Fighting in the Spotlight**

This seminar will provide an overview of the increasing importance of addressing illegal animal cruelty and fighting in our communities the connection between animal cruelty and fighting and other felony crimes; and what leading experts have learned in their investigations. Resources and training available to law enforcement to take on animal crimes, and the recent decision by the FBI to include animal cruelty in the UCR will be provided.

Room: 336

**Speakers:** *Janette Reeve*, Deputy Manager, Animal Fighting Response, Humane Society of the United States, Gaithersburg, MD and *Ashley Mauceri*, Manager, Animal Cruelty Response, Humane Society of the United States, Gaithersburg, MD

**1:45 PM – 2:45 PM**

### **Seminar L2: Body-Worn Cameras Improve Law Enforcement Office Report Writing Accuracy**

The presentation will review our prospective, observational study of law enforcement officers who complete a use of force scenario and wrote the report from memory, then used a TASER Axon body camera to modify their reports as needed.

Room: 337

**Speakers:** *Donald M. Dawes, MD*, Reserve Officer, Lompoc Valley Med Center/Santa Barbara, Santa Barbara, CA; *Jeffrey D. Ho, MD*, Deputy Sheriff, Hennepin County Med Center/Meeker, Minneapolis, MN

**1:45 PM – 2:45 PM**

### **Seminar L3: The Next Generation Mobil Data Computer (MDC) is a FirstNet Smartphone**

This seminar will provide an introduction to FirstNet, the history, where we are today, and the future. Also included will be how the LASD will transition away from car installed MDC's to body worn "FirstNet" Smartphones.

Room: 338

**Speakers:** *Commander Scott Edson*, Los Angeles County Sheriff's Department, Norwalk, CA; *TJ Kennedy*, Acting General Manager, FirstNet

**1:45 PM – 2:45 PM**

### **Seminar L4: Addressing the Crisis of Jail Mental Illness: A Strategy for Reform**

Our nation's jails house more mentally ill than our hospitals. These very vulnerable inmates often languish waiting for court processing, psychological evaluations, or are on waiting lists for state-run treatment facilities. The Treatment Advocacy Center will state the national problem and provide an overview of states.

Room: 339

**Speakers:** *Sheriff Rich Stanek*, Hennepin County Sheriff's Office MN; *Dr. E. Fuller Torrey*, Treatment Advocacy Center, Arlington, VA; and *Lieutenant Brent Sizer*, Hennepin County Sheriff's Office, MN

**1:45 PM – 2:45 PM**

### **Seminar L5: Criminal Research and Investigative Gathering (CRAIG)**

Orange County Sheriff's Office Crime Analysis and IM Solutions Delivery Unit partnered to develop "C.R.A.I.G." They now have the ability to capture criminals faster and more efficiently by running a simple Google search. It provides an effective search engine in the quest to reduce crime and the fear of crime in local communities.

Room: 340

**Speaker:** *Hal Trask*, IMS Solutions Delivery Unit Manager, Orange County Sheriff's Office, Orlando, FL

**3:00 PM – 4:00 PM**

### **First Time Law Enforcement Attendees Reception**

Room: Hilton; Peale

## SUNDAY, JUNE 28 *continued*

### 3:00 PM – 4:00 PM

#### **Seminar M1: Essential Job Functions, Disabling Conditions and the ADA**

This presentation will address the challenges that law enforcement and correctional agencies face when dealing with applicants or employees who require accommodations to perform the essential functions of their jobs, including those affected by pregnancy. The presenters will also discuss the proper use of entry and fitness to duty examinations and compliance with genetic information laws.

Room: 336

**Speakers:** *Karen J. Kruger, Executive Director and General Counsel, Maryland Sheriffs' Association, Baltimore, MD; Julie T. Sweeney, Assistant Attorney General, Maryland Transit Administration, Baltimore, MD*

### 3:00 PM – 4:00 PM

#### **Seminar M2: The Future of Wearables and Public Safety**

The rise of interconnected, wearable technologies can vastly improve operations and prevent crime. Learn how head-mounted displays, cameras and sensors can enable automatic sharing of critical information to dispatchers if an officer is under duress.

Room: 337

**Speaker:** *Bert Van Der Zaag, Senior Manager User Experience Design, Motorola, Golden, CO*

### 3:00 PM – 4:00 PM

#### **Seminar M3: Dealing With A Weak Bench**

Many organizations are faced with having to promote people who are not the "ideal" because at the moment, the ideal is not available. Although this is a reality that many agencies face, selecting a weak leader today will not secure the future of your agency tomorrow. This course will explore the organizational and interpersonal variables that contribute to the weakness of your bench and provide specific tools and strategies to use to strengthen the leaders on your team.

Room: 338

**Speaker:** *Kimberly A. Miller, PH.D, Licensed Psychologist & Law Enforcement Consultant, Kimberly A. Miller & Associates, Fort Collins, CO*

### 3:00 PM – 4:00 PM

#### **Seminar M4: DOD Domestic Preparedness / Defense Logistics Agency Support to Law Enforcement**

The Office of the Assistant Secretary of Defense's DOD Domestic Preparedness Support Initiative (DPSI) assists first responders, emergency managers and public safety officials to facilitate connections with programs that allow their organizations to obtain DOD equipment through loan, purchase, or direct transfer. The Defense Logistics Agency Disposition's Law Enforcement Support Office (LESO) transfers excess DOD property to local, state, and federal law enforcement agencies.

Room: 339

**Speaker:** *Carlos Torres, Chief, DLA Law Enforcement Support Office (LESO), Defense Logistics Agency Disposition, Battle Creek, MI*

### 3:00 PM – 4:00 PM

#### **Seminar M5: Promoting Immigrant Involvement in Criminal Investigations: Hidden Key to Law Enforcement Safety**

A high proportion of violent crimes against law enforcement are committed by domestic violence and sexual assault offenders. And yet, immigrants do not always report, succumbing to perpetrators' threats of deportation if they cooperate with law enforcement. This training provides tools created by Congress in the Violence Against Women Act that enhance the availability of immigrant crime victims to assist in the detection, investigation and prosecution of crimes committed against them, namely, the T and U Visas and Language Access.

Room: 340

**Speakers:** *Michael P. LaRiviere, Police Officer, Domestic Violence Consultant, Salem Police Department, Salem, MA; Scott Santoro, Blue Campaign Training Advisor, FLETC, Washington DC; and Leslye E. Orloff, J.D., Director, National Immigrant Women's Advocacy Project, Washington DC*

### 3:15 PM – 5:15 PM

#### **Small / Rural Sheriffs Committee**

Room: Hilton; Poe A

Chair: Sheriff William Brueggemann, Cass County, NE

### 3:15 PM – 5:15 PM

#### **Drug Enforcement Committee**

Room: 347-348

Chair: Sheriff Keith Cain, Daviess County, KY

Vice Chair: Sheriff Mike Milstead, Minnehaha County, SD

### 3:15 PM – 5:15 PM

#### **Government Affairs Committee**

Room: Hilton; Key Ballroom 7

Chair: Sheriff John Cary Bittick, Monroe County, GA

Vice Chair: Sheriff B.J. Roberts, City of Hampton, VA

### 4:15 PM – 5:15 PM

#### **Seminar N1: Green Building Strategies and Measured Savings in Correctional Facilities**

A presentation of green building strategies that can be implemented in a new construction correctional facility, including site considerations, water and energy efficiency, building materials, and indoor environment. A case study of the Amherst Adult Detention Center, a regional jail in Virginia, will show real-world applications, including successes and challenges.

Room: 336

**Speakers:** *Carrie Webster, Senior Sustainability Coordinator, Moseley Architects; and Carrie Henaghan, Project Manager, Moseley Architects, Richmond, VA*

## SUNDAY, JUNE 28 *continued*

**4:15 PM – 5:15 PM**

### **Seminar N2: Best Practices for Crime Analysis in America's Sheriffs' Office**

An effective crime analysis capability is a cornerstone to crime and collision reduction. Drawing on material developed from a Bureau of Justice Assistance program, this presentation covers best practices in developing, administering, and making effective use of the products developed by crime analysis units, including stopping short-term patterns, solving long-term problems, and targeting repeat offenders.

Room: 337

**Speaker: Christopher W. Bruce**, *Crime Analysis Specialist, IADLEST, Danvers, MA*

**4:15 PM – 5:15 PM**

### **Seminar N3: Reducing "Frequent Flyers," A Model of Effective Recidivism/Reentry Efforts**

This seminar focuses on the success of the Hudson County/ Jersey City Project in bringing effective recidivism/reentry efforts to the forefront of public safety initiatives nationally in New Jersey. It has also been critical to opening doors for new reentry-focused public safety initiatives. Local leaders are eager to capitalize on this momentum and develop new, effective reentry and public safety initiatives.

Room: 338

**Speakers: John Armeno**, *Sheriffs' Association of New Jersey, Hopatcong, NJ* and **Frank Mazza**, *Hudson County, NJ*

**4:15 PM – 5:15 PM**

### **Seminar N4: Investigating Mass Murders**

Being prepared to handle the dynamics of a mass murder/killing event (s) investigation. This seminar will look at how it differs from a single homicide, what to look for, why they kill, and what tools they use.

Room: 339

**Speaker: Timothy G. Keel**, *Major Case Specialist, FBI BAU, Quantico, VA*

**4:15 PM – 5:15 PM**

### **Seminar N5: Getting the Word Out – Effectively and Efficient Through Media**

This is a fast paced seminar presented by Monmouth County Sheriff Shaun Golden and Public Information Officer Cynthia Scott an Emmy award winning journalist. Includes how to effectively and efficiently publicize and promote public safety issues within

your law enforcement agency through the media and social media outlets, as well as implement a communications plan during crises and high alert events.

Room: 340

**Speakers: Sheriff Shaun Golden**, *Monmouth County Sheriff's Office Freehold, NJ* and **Cynthia Scott**, *Public Information Office, Monmouth County Sheriff's Office, Freehold, NJ*

**7:00 PM – 8:30 PM**

### **Opening General Session**

Room: Hilton; Key Ballroom 1

**8:30 PM – 9:30 PM**

### **Welcome Reception**

Hosted by NSA President, Sheriff John Aubrey, Jefferson County, KY

Room: Hilton; South Foyer outside of Ballroom

## MONDAY, JUNE 29

**8:00 AM – 4:00 PM**

Attendee Registration, Banquet Ticket Exchange/Sales  
Room: Pratt St; Lobby

**8:00 AM – 3:00 PM**

Exhibitor Registration  
Room: Pratt St; Lobby

**8:00 AM – 9:00 AM**

### **Seminar O1: Practical Solutions to Livestock Issues: From Everyday to Emergencies**

This seminar incorporates critical principles of animal behavior, livestock management and movement for law enforcement that interact with cattle and other livestock. Will include exposure to online apps and continuing education.

Room: 336

**Speakers: Jim Collins**, *Director of Industry Relations, Southeastern Livestock Network NCBA, Juliette, GA;* and **Jerry Yates**, *Extension BQA, West Virginia University, Wardensville, WV*

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## MONDAY, JUNE 29 *continued*

**8:00 AM – 9:00 AM**

### **Seminar O2: Social Media and Public Safety Employees**

This seminar presents the right of an employer to obtain public safety employee's social media information; discipline for employee's social media posts; use of employee's social media information in litigation; and first amendment rights

Room: 337

**Speaker: Cynthia G. Peltzman**, Senior Assistant County Solicitor, Howard County Office of Law, Ellicott City, MD

**8:00 AM – 9:00 AM**

### **Seminar O3: Sheriffs Financial and Retirement Planning Awareness Needs**

This is a panel discussion on changes in state and local retirement systems involving funding reductions of current and future benefit for employees (pension-retirement funds). Gain valuable insights of individual financial- retirement planning; state budget pension funds; effects of deficits pension funds and benefits to the individual consequences of failures to understand financial- retirement needs; current and future economic predictions.

Room: 338

**Speakers: Sheriff Ron Spike**, Yates County, NY; **Barbara Redstone**, Dallas TX; and **Sheriff Stanley Glanz**, Tulsa County, OK

**8:00 AM – 9:00 AM**

### **Seminar O4: Child Sex Trafficking A Training Series for Frontline Officer**

This presentation will focus on the critical role of frontline officer in recognizing and responding to child sex trafficking. Presenters will highlight a new toolkit created, including a series of training videos developed in partnership with the FBI. The videos highlight indicators and then demonstrate how officers can apply them in the field

Room: 339

**Speakers: Kelly Burke**, Program Manager, International Association of Chiefs of Police, Alexandria, VA; **Sandra Berchtold**, Supervisory Special Agent, Federal Bureau of Investigation, Violent Crimes Against Children, Alexandria, VA

**8:00 AM – 9:00 AM**

### **Seminar 5: Taking Out the Trash: How to Deal With the Worst Employees**

All agencies have employees who are challenging and seem to use up the most resources, but few know what to do with these people. This workshop will explore the reasons these employees live on the "dark side," the organizational and interpersonal dynamics that have perpetuated their existence, strategies you can use to turn them back to the "light" and what to do if they won't turn.

Room: 340

**Speaker: Kimberly A. Miller, PH.D**, Licensed Psychologist & Law Enforcement Consultant, Kimberly A. Miller & Associates, Fort Collins, CO

**8:00 AM – 4:00 PM**

### **Advanced Roadside Impaired Driving Enforcement (ARIDE) Program**

FREE 2 Day Sign-up Event, must sign up in advance

Room: 342

**9:00 AM**

### **Exhibit Hall Grand Opening and Ribbon Cutting Ceremony**

Room: Entry to Exhibit Hall

**9:00 AM – 3:00 PM**

Exhibit Hall Open

**9:00 AM – 3:00 PM**

### **Presidential Forum**

Room: Hilton; Key Ballroom 1



**10:00 AM – 11:30 AM**

### **Membership Committee**

Room: Hilton; Poe A

*Chair: Sheriff Ted Kamatchus, Marshall County, IA*

*Vice Chair: Sheriff Michael Leidholt, Hughes County, SD*

**10:00 AM – 4:00 PM**

### **Reserve Policing Roundtable**

Room: 349-350

**Moderators: Dr. Ross Wolf**, Associate Dean, University of Central Florida, and **David Rayburn**, President, Volunteer Law Enforcement Officer Alliance

**11:30 AM – 1:00 PM**

### **Resolutions Committee**

Room: Hilton; Poe B

*Chair: Sheriff Harold Eavenson, Rockwall County, TX*

**1:00 PM – 2:00 PM**

### **Constitution and Bylaws Committee**

Room: Hilton; Poe A

*Chair: Sheriff (ret.) David A. Goad, Allegany County, MD*

**3:30 PM – 5:00 PM**

### **NSA Business Session**

Room: Hilton, Key Ballroom 1

## TUESDAY, JUNE 30

**8:00 AM – 10:00 AM**

### **3rd Annual Deputy Symposium Opening Super Session: The Bulletproof Mind – Mental Preparation for Combat**

Colonel Grossman is one of the nation's leading law enforcement trainers. He is the author of the book, *On Killing*. He has served as a trainer and keynote speaker for all major national and international law enforcement training organizations

Room: 327-329

**Speaker: Lieutenant Colonel Dave Grossman**, US Army (ret.) Director, author of *"On Killing,"* Member, American Board for Certification in Homeland Security; Member, American College of Forensic Examiners Institute

**8:00 AM – 4:00 PM**

### **Advanced Roadside Impaired Driving Enforcement (ARIDE) Program**

2nd Day of 2 Day Sign-up Event

Room: 342

## TUESDAY, JUNE 30 *continued*

### 8:00 AM – 3:00 PM

Exhibitor Registration  
Room: Pratt St Lobby

### 8:00 AM – 4:00 PM

Attendee Registration, Banquet Ticket Exchange/Sales  
Room: Pratt St; Lobby

### 9:00 AM – 11:00 AM

**Spouses Brunch**  
Room: Hilton; Key Ballroom 8

### 9:00 AM – 1:00 PM

Western States Sheriffs' Association  
Room: Hilton; Holiday Ballroom 6  
Executive Director: Sheriff (ret.) Jim Pond

### 9:00 AM – 12:00 PM

NCOVAA Board Meeting  
Room: Hilton; Key Ballroom 11

### 9:00 AM – 3:00 PM

Exhibit Hall Open

### 9:00 AM – 3:00 PM

**Presidential Forum**  
Room: Hilton; Key Ballroom 1

### 10:00 AM – 11:45 AM

#### NSA Institute for Jail Ops Seminar:

##### Panel Discussion

Room: 331-332  
*Moderator: Sheriff Larry Amerson, Panel Guests: Gary DeLand, Sean Stewart, Bill Wilson, Geoffrey Stobart, Darrell Baker (AL)*

### 10:00 AM – 1:00 PM

Election Polls Open  
Room: Exhibit Hall

### 12:30 PM – 2:30 PM

#### Seminar: Inside the Mind of a Teen Killer and the Encyclopedia of Teen Killers

Phil Chalmers has interviewed more than 200 teen killers and school shooters, along with numerous serial killers, mass murderers, and sexual predators. He has delved into the minds of the offenders, and explored why they kill, and if society could have stopped them. This seminar explores his findings

Room: 327-329

**Speaker: Phil Chalmers**, Author of "Inside the Mind of a Teen Killer," Aurora, OH

### 2:00 PM – 3:30 PM

#### NSA Institute for Jail Ops Seminar #1: Religion – Practical Management for Correctional Administrators to Run Constitutional Jails

This seminar will address issues such as: RLUIPA / 1st amendment rights. What jail officials can or cannot do. Will also cover religion

switching and proselytizing, religious extremism, and requests for accommodation.

Room: 339

**Speaker: Bill Wilson**, Indiana Sheriffs' Association

### 2:00 PM – 3:30 PM

#### NSA Institute for Jail Ops Seminar #2: PREA: An Overview of the Law and the DOJ Standards

While PREA has garnered much publicity, most agencies do not recognize the difference between PREA as passed by Congress and the DOJ PREA standards. The DOJ PREA standards are, in fact, voluntary for jails and there are various ways to meet the requirements of PREA.

Room: 340

**Speaker: Tate McCotter**, NIJO Administrator

### 2:00 PM – 3:45 PM

#### Legal Affairs Committee

Room: Key Ballroom 8

Chair: Sheriff Greg Champagne, St. Charles Parish, LA

Co-Vice Chair: Sheriff Mike Hale, Jefferson County, AL

Co-Vice Chair: Sheriff Dennis Conard, Scott County, IA

### 2:45 PM – 3:45 PM

#### Seminar P1: Crimes Against Canines: Animal Cruelty From a NIBRS Perspective

A recent decision by the FBI means animal cruelty crimes will be included in the UCR-NIBRS. Learn how to work with a veterinarian to successfully document cases of non-accidental injuries in dogs. Cases presented will include examples of simple/gross neglect; intentional abuse and torture; organized abuse; and animal sexual abuse in dogs, the four categories of reporting.

Room: 336

**Speaker: Martha Smith-Blackmore**, DVM, Principal, Forensic Veterinary Investigations, LLC, Boston, MA

### 2:45 PM – 3:45 PM

#### Seminar P2: Countering Terrorist and Trans-National Criminal Networks Through Intelligence Targeting

This seminar will present how CBP combats terrorism and transnational organized crime by coordination and integration of domestic and international partnerships using automated targeting and data processing systems, intelligence and information sharing.

Room: 337

**Speaker: Roque Caza**, Director, National Targeting Center, US Customs and Border Protection, Washington, DC

### 2:45 PM – 3:45 PM

#### Seminar P3: Neighborhood Watch NOW!

This presentation will cover the new National Neighborhood Watch program and how it is moving into the next generation with its technology tools.

Room: 338

**Speaker: Susan Crow**, Director of Communications, National Sheriffs' Association; **Lindsay Hopkins**, Manager of Neighborhood Watch, National Sheriffs' Association; and **Ed Horcasitas**, CEO, ICE BlackBox



## TUESDAY, JUNE 30 *continued*

**3:45 PM – 5:15 PM**

### **NSA Institute for Jail Ops Seminar #3: First Amendment Rights**

This seminar will address select constitutional rights under the 1st Amendment for prisoners, including: right to marriage, right to communicate, administrative discretion.

Room: 339

**Speaker: Blake Hamilton, Esq., Durham Jones and Pinegar, Salt Lake City, UT**

**3:45 PM – 5:15 P**

### **NSA Institute for Jail Ops Seminar #4: Decision Making For First Line Supervisors**

Perhaps the most important decisions and areas of highest liability occur on the front line. Supervisors should have a clear understanding of discretionary authority, constraints, consequences and the process of making decisions. This seminar will cover the do's and don'ts.

Room: 340

**Speaker: Sean Stewart, Pima County Sheriff's Office, Tucson, AZ**

**4:30 PM – 5:30 PM**

### **NSA Executive Committee, Board of Directors and Past Presidents**

Room: Hilton; Key Ballroom 7

**4:00 PM – 5:00 PM**

### **Seminar Q1: Naloxone Programs for Law Enforcement Agencies**

Claiming nearly 120 American lives daily, opioid overdose is a true public health crisis. An opiate overdose typically takes 45 to 90 minutes to turn fatal, creating a critical window of opportunity for lifesaving intervention. Representatives from law enforcement agencies who have naloxone programs will discuss their experiences with implementation.

Room: 336

**Speakers: Tara L. Kunkel, Visiting Fellow, Bureau of Justice Assistant, Washington, DC and Stewart Bruce, Assistant Director, Center for Environment & Society, Washington College, Chestertown, MD**

**4:00 PM – 5:00 PM**

### **Seminar Q2: Safeguarding Children of Arrested Parents**

This seminar will present strategies and tips to safeguard the emotional, mental, psychological, and physical well-being of children who are present (or not present) at the time of their parent's and/or guardian's arrest. Additional training and resources on the topic will be introduced, including an IACP Model Policy.

Room: 337

**Speakers: Sabrina Rhodes, Project Specialist, International Association of Chiefs of Police, Alexandria, VA; and Mark Lomax, Executive Director, National Tactical Officers Association**

**4:00 PM – 5:00 PM**

### **Super Session Seminar: The Link – What You Don't Know Will Hurt You**

Animal cruelty rarely occurs in isolation: it's usually "the tip of the iceberg" and frequently the first opportunity for social service or law enforcement intervention. The old attitude of "It's just an

animal" is being replaced with a new awareness: "If he's hurting animals, someone else in the home or neighborhood is next!"

Room: 327-329

**Speaker: Phil Arkow, National Link Coalition Coordinator Seminar**

**5:00 PM – 6:30 PM**

### **NSI and FBINA Graduates Reception**

Room: Hilton; Holiday Ballroom 4-5

**5:00 PM – 6:30 PM**

### **Reception for all Deputies and Law Enforcement Officer**

Room: Pratt Street Lobby

## WEDNESDAY, JULY 1

**8:00 AM – 3:00 PM**

Attendee Registration, Banquet Ticket Exchange/Sales

Room: Pratt St; Lobby

**8:00 AM – 9:30 AM**

Seminar Q3 TBD

Room: 338

**8:00 AM – 9:30 AM**

### **NSA Institute for Jail Ops Seminar #5: Suicide in Jail: Proactive Strategies to Protect Against Administrative Liability**

This seminar covers lawsuits from inmates and families of unsuccessful suicide attempts and how they have caused administrators to refocus their suicide policies and procedures. Learn what you need to know to defend your jail.

Room: 339

**Speaker: Gary DeLand, Utah Sheriffs' Association**

**8:00 AM – 9:30 AM**

### **NSA Institute for Jail Ops Seminar #6: Inmate Discipline and Due Process: To Punish or Not To Punish – That is the Question**

The inmate discipline process is a fundamental part of jail management. The US Constitutional Amendments address valid jail disciplinary proceedings and elements required by the courts. This seminar will address inmate infractions and sanctions associated with them while considering due process.

Room: 340

**Speaker: Todd Davis, North Carolina**

**8:00 AM – 9:30 AM**

### **NSA Institute for Jail Ops Seminar #7: Special Operations: Trends, Tactics and Technology**

This seminar will cover current special operations, the latest tactics and newest technology available to jail administrators.

Room: 341

**Speaker: STL Joseph Garcia, USC SOG**

**9:45 AM – 10:45 AM**

Seminar AA1: TBD



## WEDNESDAY, JULY 1 *continued*

**9:45 AM – 10:45 AM**

### **Seminar AA2: FBI's Active Shooter Initiative**

Join this conversation on the evolving challenges of active shooter incidents, including lessons learned about the new run, hide, fight protocol, and best practices gathered by the FBI from large and small departments affected by these crises, and the FBI's recent active shooter report.

Room: 337

**Speakers:** *Mike McElhenny*, Supervisory Special Agent, FBI, Washington DC and *Katherine Schweit*, Section Chief, FBI, Washington DC

**9:45 AM – 10:45 AM**

### **Seminar AA3: Housing US Marshals Service (USMS) Federal Prisoners – What You Should Know**

The US Marshals Service Prisoner Operations Division is responsible for preserving the integrity of the federal judicial process by administering the federal detention management system and establishing national detention policy. This seminar provides an overview of working with the US Marshals Service through an intergovernmental agreement including prisoner operations and procedures for establishing an intergovernmental agreement.

Room: 338

**Speaker:** *Bruce E. Vargo*, Deputy Assistant Director, Prisoner Operations Division, US Marshals Service

**9:45 AM – 11:15 AM**

### **NSA Institute for Jail Ops Seminar #8: Inmate Classification**

Managing inmates in a safe, secure, orderly and constitutional manner is a primary function of a jail and its administrators. Accomplishing that mission requires a defined, structured, and comprehensive approach. This seminar will discuss how to classify inmates in a way that helps their facility operate more efficiently and protect from potential liability.

Room: 339

**Speaker:** *Bill Wilson*, Indiana Sheriffs' Association

**9:45 AM – 11:15 AM**

### **NSA Institute for Jail Ops Seminar #9: What to Know About Contract Negotiations**

Jails across the country enter into contracts with outside agencies to house inmates. This seminar will discuss some key issues to pay attention to during the contract negotiation process.

Room: 340

**Speaker:** *Geoffrey Stobart*, Franklin County Sheriff's Office

**9:45 AM – 11:15 AM**

### **NSA Institute for Jail Ops Seminar #10: Legal-Based Versus Best Practices**

Where do your policies and procedures come from? Are they defensible in court? This seminar will look at differences between legal-based guidelines and traditional "best practices" for a fresh, defensible look to assist jail administrations with policy and procedure development and training.

Room: 341

**Speaker:** *Tate McCotter*, NIJO Administrator

**10:00 AM – 11:30 AM**

### **Inmate Calling Services: Update on FCC Rulemaking**

Join NSA's legal team and staff for an informational discussion on the ongoing rulemaking process on inmate calling services. Speakers will address the current status of the rulemaking, possible paths forward, and the impact on Sheriff's offices of the upcoming final order.

Room 327-329

**Moderator:** *Breanna Bock-Nielsen*, Director of Government Affairs, NSA

**11:00 AM – 12:00 PM**

### **Seminar BB1: 3-D Laser Scanning: Infrastructure Protection, Building Security, and Crime Scene Reconstruction**

This presentation will demonstrate the uses of a 3-D laser scanner for Sheriff's Offices including: infrastructure scanning for site security; crime scene reconstruction; and major-event planning operations. General concepts of laser scanning will be presented as a foundation for the techniques and uses described.

Room: 336

**Speaker:** *Ryan M. Rezzelle*, CSI Supervisor, Johnson County Sheriff's Office, Olathe, KS; and *David J. DeLeeuw*, Detective, Ocean County Sheriff's Office,oms River, NJ

**11:00 AM – 12:00 PM**

### **Seminar BB2: Domestic Violence in Older Adults**

Domestic violence does not have an expiration date. Domestic violence can age with individuals or begin with new relationships in later life. Find out how to identify and address this hidden problem in all communities.

Room: 337

**Speaker:** *Trudy Gregorie*, Director, Justice Solutions, National Association of Triads, Alexandria, VA

**11:00 AM – 12:00 PM**

### **Seminar BB3: Law Enforcement Use of Telecommunications Records and Exigent Circumstances – What You Need to Know**

This seminar provides an overview of exigent process, types of requests, statutes governing the use of exigent request, the admissibility of evidence, and individual and departmental criminal and civil liabilities issues.

Room: 338

**Speakers:** *US Marshals Service*

**11:00 AM – 1:00 PM**

### **Endorsements/Marketing Committee**

Room: Hilton, Poe A

**Chair:** *Sheriff Paul Fitzgerald*, Story County, IA

**12:15 PM – 1:15 PM**

Seminar CC1: TBD

Room: 336

## WEDNESDAY, JULY 1 *continued*

**12:15 PM – 1:15 PM**

### **Seminar CC2: Traffic Safety Initiative – Changing the Culture of our Staff, Making Safer Drivers**

This presentation will show the proactive methods used by the Orange County Sheriff's Department to change the culture of staff, making safer drivers. Will also address the #1 killer of law enforcement personnel – traffic crashes

Room: 337

**Speakers:** *Assistant Sheriff Linda Solorza, Orange County Sheriff's Department, Santa Ana, CA; Gary Schade, Administrative Manager, PCSD Fleet, Santa Ana CA; and Sergeant (ret.) Yvonne Shull, Orange County Sheriff's Department, Santa Ana, CA*

**12:15 PM – 1:15 PM**

### **Seminar CC3: US Marshals Service Regional Fugitive Task Force Program**

This seminar provides an overview of the USMS Regional Fugitive Task Force model, operations, and capabilities, as well as the benefit associated with establishing and fostering partnerships between federal, state, and local law enforcement.

Room: 338

**Speakers:** *US Marshals Service*

**1:00 PM – 2:30 PM**

### **NSA Institute for Jail Ops Seminar #11: Legal Issues**

Know the most recent rulings pertaining to jails and how those changes affect policy and procedure. 1. Prison Legal News (PLN v Babeu) 2. Religion (Holt v Hobbs) 3. ICE detainees 4. LGBTI (1st Circuit / Kosilek)

Room: 339

**Speaker:** *Blake Hamilton, Esq., Durham Jones and Pinegar, Salt Lake City, UT*

**1:00 PM – 2:30 PM**

### **NSA Institute for Jail Ops Seminar #12: Inmate Grievances**

Handling prisoner grievances is one of the chief cornerstones of prisoner management. It requires a defined, structured, and comprehensive approach in order to maintain the safety, security and order of the jail in a constitutional manner.

Room: 340

**Speaker:** *James Kimble, Pinal County Sheriff's Office, A*

**1:00 PM – 2:30 PM**

### **NSA Institute for Jail Ops Seminar #13: Emergency and Contingency Planning**

Jails must plan and prepare for a variety of emergencies. This course reviews issues jail administrators face from diseases to natural disasters. Prepare for the unexpected and the unwanted.

Room: 341

**Speaker:** *Mike Haley, Washington Parish Sheriff's Office, L*

**1:00 PM – 2:30 PM** (1 Credit Hour)

### **Seminar DD1: Protecting Missing Children with Special Needs: A Community Effort**

Description: This 'train the trainer' session will prepare law enforcement with essential strategies to understand and be

prepared to respond effectively and safely to situations that involve individuals with autism and other disabilities. Training will provide deputies and sheriffs with a full curriculum to implement to increase department's critical knowledge of autism, and provide practical tips and strategies for use in the field, as well as actionable plan for subsequent community affairs engagement. Co-presented by NCMEC & Autism Speaks.

**Speakers:** *Bob Hoever, Director of Special Programs, National Center for Missing & Exploited Children, Alexandria, VA; and Lindsay Naeder, Director, Autism Response Team, Autism Speaks, New York, NY*

Room: 336

**1:30 PM – 2:30 PM**

Seminar DD2: TBD

Room: 337

**1:30 PM – 2:30 PM**

### **Seminar DD3: Targeting Gang Members on Their Turf Through Proactive Partnerships**

This seminar provides the attendee with a focused look at the USMS Gang Enforcement Program, to include an overview of historical operations and successes, the program model and organization, and a case study of our partnerships at work.

Room: 338

**Speakers:** *US Marshal Service*

**2:45 PM – 3:45 PM**

Seminar EE1: TBD

Room: 336

**2:45 PM – 3:45 PM**

Seminar EE2: TBD

Room: 337

**2:45 PM – 3:45 PM**

### **Seminar EE3: Staffing Standards for Your Courthouse: Best Practices on Managing and Protecting Your Court**

Security standards and fiscal responsibility have shaped the atmosphere of today's security environment. This session provides an overview of a recent undertaking to validate existing staffing standards through the review of current workforce duties and actual usage, comparison of industry standards best practices, study of potential vulnerabilities of facilities and research of existing technology to reduce risk at an affordable cost.

Room: 338

**Speakers:** *US Marshals Service*

**2:45 PM – 4:15 PM**

### **NSA Institute for Jail Ops Seminar #14: NSA Jail Certification**

NSA has created the Jail Certification Program at the NSA Center for Public Safety to provide professional designation to jail officers supervisors, administrators and sheriffs who possess the requisite understanding, knowledge, skills, experience and abilities to function to the level of their achieved certification

Room: 339

**Speaker:** *Hilary Burgess, NSA Staff and Tate McCotter, NIJO Administrator*

## WEDNESDAY, JULY 1 *continued*

**2:45 PM – 4:15 PM**

### **NSA Institute for Jail Ops Seminar #15: Introduction to Use of Force**

Many jails do not know case law regarding use of force in a jail setting. Even less have policies and procedures patterned after these laws. This seminar will review the five factors determined by the Supreme Court for justifying Use of Force for jails under 8th Amendment claims.

Room: 340

**Speaker: Gary DeLand, Utah Sheriffs' Association**

**5:30 PM – 6:30 PM**

### **Annual President's Reception**

*Sponsored by Minneapolis Convention and Visitor's Bureau for NSA 216*

Room: Hilton; Key Ballroom South Foyer

**6:30 PM – 8:30 PM**

### **Annual Banquet**

Room: Hilton; Key Ballroom

**8:30 PM – 9:30 PM**

### **Reception in Honor of NSA President Danny Glick and NSA Immediate Past President John E. Aubrey**

Room: Hilton; Key Ballroom South Foyer

## **EXHIBITORS** *(as of February 15, 2015)*

3M  
3SI Security Systems  
Advanced Training Systems, Inc.  
Alastar, An SCRA Technology  
AlliedBarton Security Services  
American Aluminum Accessories Inc.  
American Jail Association  
APCO International  
Arizona State University Online  
Ashford University  
ATC Industrial/Revolution Oil  
AUTOCLEAR  
Berkeley Varitronics Systems  
Bob Barker Company Inc.  
Brother Mobile Solutions (BMS)  
CARDIAC SCIENCE  
COBAN Technologies Inc.  
Computer Information Systems Inc.  
ComputerCop Software  
Concerns Of Police Survivors Inc.  
COPsync, Inc.  
Correct Care Solutions  
Creative Culture Insignia, LLC  
Cygnus Law Enforcement Media  
DARE America  
Defense Logistics Agency  
Derive Efficiency  
DHS/ICE  
Diamond Pharmacy Services & Medical Supply  
DOD, Domestic Preparedness Support Initiative  
Dragon Lazer  
EF Johnson Technologies, Inc..  
Elmridge Protection Products, LLC  
EMPCO, Inc.  
Enovative Technologies  
EVIDENT  
Federal Trade Commission  
FIAT Chrysler Automobiles  
Flight Guardian, LLC  
Ford Motor Company  
G.R.E.A.T. Program  
Galen Center for Professional Development  
Garmin USA  
General Motors  
Geofeedia, Inc.  
GLOCK, Inc.  
GUNBUSTERS, LLC  
HDR Architecture, Inc.  
Horace Small Apparel Co.  
Institute of Scrap Recycling Industries, Inc. (ISRI)  
International Police Mountain Bike Association  
JLG Technologies, LLC  
JPay  
L-3 Klein Associates, Inc.  
Law Enforcement Exploring  
LDV Inc.  
LeadsOnline LLC  
LEDLights/Phantom Products  
Legacy Inmate Communications  
Leica Geosystems Inc.  
Lexipol, LLC  
LexisNexis  
Master's Transportation  
Maxor Correctional Pharmacy Services  
Media Sonar  
Mentalix, Inc.  
MHS Inc.  
Moore Medical LLC  
Motorola Solutions, Inc.  
Nakamoto Group, Inc.  
NaphCare Inc.  
National Emblem & Badge Company  
National Institute of Corrections  
National Insurance Crime Bureau  
National Law Enforcement & Corrections Technology Center  
National Law Enforcement Officers Memorial Fund  
NCIC Inmate Phone Services  
NeUll's By Newman and Ullman  
New World Systems  
NextGen Healthcare  
NRA - Eddie Eagle  
Office of Justice Programs  
Otis Technology, Inc.  
Panasonic System Communications Company  
PowerFlare Safety Beacons  
Process Server Central, LLC  
PSI  
Purdue Pharma L.P.  
QuikClot  
Range Global Services  
RedXDefense  
Ring Power Corporation  
RISS- Reginal Information Sharing Systems  
Ron Smith and Associates, Inc.  
Ruger Firearms  
Safety Innovations International  
SecureTech Systems Inc.  
SecureWatch24  
SmallPond  
Smith & Wesson  
Snaprends  
Southern Health Partners Inc.  
Southern Software, Inc.  
SpeakWrite  
Status Pro  
Stearns  
Stellar Services  
Stop Rubbernecking  
StopTech, Ltd.  
SymbolArts  
TASER International Inc.  
TBN 2nd Chance  
TimeKeeping Systems Inc.  
Tomar Electronics Inc.  
Top Ten Regalia  
Track Star International Inc.  
Tracker Products LLC  
Tribridge  
Union Supply Group  
University Alliance  
Verizon  
VIEVU  
VizuCop  
Whelen Engineering Co., Inc.  
Wicklender-Zulawski & Associates, Inc.  
Windham Weaponry

# CONFERENCE CHANGES

## NSA Business Session

(formerly the Second General Session)

This year, we are doing something different. The NSA Business Session will be exactly as it sounds. NSA business will be conducted during this session. You will hear the reports from our Officers and the candidates for the Board of Directors will present their platforms. Nominations from the floor will be taken. We are moving the awards and other presentations to a different time.

## NSA Awards Presentation

(previously held during the Second General Session)

**Saturday, 3:30 PM**

**Hilton, Holiday Ballroom 4**

The NSA Awards (except for Sheriff of the Year and Deputy Sheriff of the Year) will now be presented during this Special Awards Presentation. All the honorees will be presented with their awards and photos will be taken.

## Panel Highlights

**Saturday, 4:15 PM – 5:15 PM**

**NFA Firearms: What every CLEO should know about ATF, trusts, 'shall sign', and more**

One of the fastest growing areas of civilian gun ownership are firearms registered with BATFE under Title 2 of the National Firearms Act (NFA), such as silencers, short barrel rifles and shotguns, and machine guns. At the time of this publication, CLEO signatures for these applications have been optional because applicants may use simpler methods, such as trusts, to register firearms directly with ATF; however both federal and state government proposals could make CLEO signatures mandatory. This presentation will explain the NFA, ATF's proposed 41P rule-making, 'shall sign' legislation in various states, NFA trusts, and related topics to help CLEOs handle these issues and the possible changes in the regulation of NFA firearms. Due to the immediacy of these issues NSA will prepare a webcast on these topics prior to the conference. We will also be ready to help state associations defend the interests of Sheriffs who could face a substantial administrative burden if these regulatory proposals take effect.

**Wednesday, 10:00AM – 11:30AM**

**Inmate Calling Services: Update on FCC Rulemaking**

As the FCC continues its work on the inmate calling services rulemaking, please join NSA as we examine actions taken thus far and possible paths forward. We will examine the ways in which the FCC's actions could impact sheriffs and jail operations.



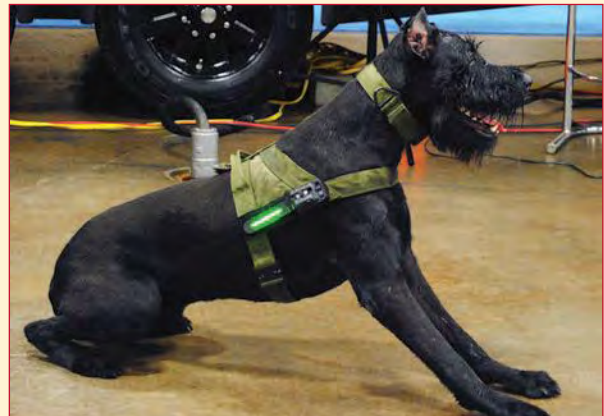
## Highlights in the Exhibit Hall

**Corrections Special Operations K9 Demos**

**Monday, June 29 – 11:30 AM and 2:30 PM**

**Tuesday, June 30 – 10:30 AM and 1:30 PM**

These K9 demos will highlight ultimate K9 control, inmate control and movement and high risk inmate transport support techniques.



## ENTERTAINMENT

### The Atlantic Wind Ensemble

The Atlantic Wind Ensemble will perform before the Plenary Session on Sunday evening. The Atlantic Wind Ensemble, a 40 piece concert band, was formed approximately twenty five years ago by Harry D. Eichhorn, retired band director of Manasquan High School, and founder and director of the Ocean Grove Summer Band, an eighty piece concert band that has performed summers in Ocean Grove since 1952. Band members come from all walks of life but share a love of music and performing. Many are current or retired music teachers. The ensemble is based in Spring Lake, New Jersey and performs benefit concerts throughout Monmouth and Ocean counties.



The Atlantic Wind Ensemble offers concerts similar to the type that the great concert bands such as John Philip Sousa's Band performed, including marches, show tunes, popular music and specialty numbers.



### Inside the Mind of a Teen Killer and the Encyclopedia of Teen Killers

**Tuesday, June 30**  
**12:30 PM – 2:30 PM**

Phil Chalmers has interviewed more than 200 teen killers and school shooters, along with numerous serial killers, mass murderers, and sexual predators. He has delved into the minds of the offenders, and explored why they kill, and if society could have stopped them. This seminar explores his findings

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## ARE THERE GENDER DIFFERENCES IN LAW ENFORCEMENT?

### INSIDE

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*Deputy Currie Henry*
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*Mike Martin*

# Gender Differences in Law Enforcement

By Leigh Bennett and Steve Hemenway

In the early 1900s, women entered the field of law enforcement. One hundred years later, women still make up a small percentage of the law enforcement population. The struggles for women to be accepted and valued in a predominantly male occupation have been well documented and discussed at great length. In the United States, few would argue that men and women are of equal value and that the representation of both genders in the law enforcement community makes it stronger. Likewise, few would argue that performance standards need to be met and maintained equally by all that enter into law enforcement. The question becomes, in our effort to promote equality have we lost sight of the important and unique differences that both genders bring to the table?

As instructors we need to understand gender differences and how those differences impact learning so we can teach our students more effectively. Although most students are capable of learning the tasks required to become a police officer, some women tend to have more difficulty grasping concepts and performing tasks during training. This does not mean that females are incapable; it indicates that there is a difference in how they learn compared to their male counterparts and that there is a need to adjust training in order to help them succeed. There are no absolutes in this discussion. Some women are very successful without any accommodations and conversely, some men struggle during training.



One difference is the way we communicate. Women tend to prefer talking through issues and utilizing non-verbal cues. Men tend to be more task-oriented and less talkative (Hensley, 2009). Men have the ability to infer information about topics delivered during the average law enforcement class. This may be based on previous training, background, and interests. Women require more data in order to fully comprehend a subject (Farnam & Nicholl, 2002). Having information presented in context enhances learning for most women. Many males find the overuse of details boring and unnecessary.

By providing context the instructor is filling in the blanks that a female student may not be able to otherwise comprehend. It may be helpful to provide additional information about a subject in the form of analogies or visual examples. This takes the learner from the known to the unknown. For example, when explaining hand position during driver training the common visual reference is the face of a clock – hands at 10 and 2. When explaining eye relief for a rifle (distance from the shooter's eye to the rear sight) the instructor could use the analogy of looking through a door peephole. Common analogies are driving a car, playing a musical instrument, or playing sports. Typically the average student has done at least one of these tasks. Providing written information can be useful for a female student. It gives them additional information that may not be able to be covered in class or that they may be hesitant to ask for clarification on. Written texts may appeal to the language based communication style shared by most women, whereas men tend to prefer a show and tell approach.

When a female accepts information it is often received through an emotional filter. This may explain instances where an emotional reaction is evoked from a seemingly harmless comment. Telling a student she is doing something wrong can be perceived as a personal insult or an attack on her overall abilities (Farnam & Nicholl, 2002). This does not negate the need for feedback and correction but it is important to relay the advice in an encouraging manner. For example, telling a student “you’re jerking the trigger” or “stop jerking the trigger” may be better stated as “let’s work on pressing the trigger smoothly.” This focuses on the correction rather than the problem.

Often times a student will make multiple mistakes within a given task, such as jerking the trigger, anticipating recoil, and poor grip. All of the errors must be addressed. If presented all at once the female student may try to fix everything at one time and feel overwhelmed. It is best to focus on correcting one issue at a time.

Utilizing emotional intelligence during training can be extremely helpful to both the instructor and the student. Peter Salovey and John D. Mayer coined the term ‘Emotional Intelligence’ in 1990 describing it as “a form of social intelligence that involves the ability to monitor one’s own and other’s feelings and emotions, to discriminate among them,

and to use this information to guide thinking and action”. When working with a struggling student, patience and adaptability are virtues. Willingness to employ various teaching strategies may alleviate stress a student is experiencing, help them discover their strengths, and resolve their own issues. The more emotionally intelligent an instructor is the better able they are to encourage student self-awareness and also create a better learning environment (Goleman, 2006).

Biology also plays a part in how we learn. Medical experts have discovered that women have a thicker parietal region of the brain, which plays an important role in integrating sensory information, knowledge and relation of numbers, and in manipulating objects (Taylor, 2003). This condition may hinder the capability to mentally rotate objects (an aspect of spatial ability) and can impair the ability to understand physical tasks or mechanical information. It may be easier for a male to visualize a shape and its dynamics (Taylor, 2003). It is imperative that a female student be given ample time to manipulate objects and practice tasks to facilitate understanding and mastery.

The advantage that men have in spatial abilities enables them to better perceive how their bodies are oriented in relation to their surroundings. This relationship is referred to as proprioception - the sense of the relative position of neighboring parts of the body and strength of effort being employed in movement. Proprioceptive ability can be improved, as can any motor activity. Without proprioception, drivers would be unable to keep their eyes on the road while driving, as they would need to pay attention to the position of their arms and legs while working the pedals and steering wheel.

Women have four times as many brain cells connecting the right and left side of their brain. This provides evidence that men rely easily and more heavily on their left brain to solve one problem one step at a time. Men are more adept at minimizing complexity and considering problems one piece at a time. Men take a more linear approach and view elements as less interconnected. Women are more capable of accessing both sides of their brain and therefore have greater use of their right brain. They tend to consider all sources of information and will approach tasks in a collective manner. This can lead to being overwhelmed with complexities (Farnam & Nicholl, 2002). Both genders are capable of coming to successful conclusions but may come to conclusions differently.

There are also differences in how men and women react during times of stress. Most people have a “fight or flight” response to stress situations. There is research to support that women may approach stressful situations with a different strategy. Psychologist Shelley E. Taylor coined the phrase “tend and befriend” after recognizing that during times of stress women take care of themselves and their children (tending) and form strong group bonds (befriending). The reason for these different reactions to stress is rooted in hormones. Th

hormone oxytocin is released in everyone during stress. This hormone is often associated with caregiving and attachment between mother and infant. Estrogen tends to enhance oxytocin, resulting in calming and nurturing feelings whereas testosterone, which men produce in high levels during stress, reduces the effects of oxytocin (Taylor, 2003). In high stress situations men tend to be more inclined to take risks, e.g. drive faster or engage in physical confrontation.

As an instructor it is important to understand if a female student appears to be hesitant during a use of force scenario she may be experiencing stress differently than her male counterparts. It may be helpful if you explain that physiologically her experience is different and this may help her recognize why she is reacting the way she is. The instructor can instill confidence and help the student develop the attitude and skills to succeed. Without any insight she leaves the training questioning her abilities and taking those doubts with her to the field

Few would argue that men and women are physically different. The physical differences are rather obvious and most can be seen and easily measured. The physical differences between men and women provide functional advantages and have survival value. Men usually have more upper body strength, build muscle easily, have thicker skin, bruise less easily and have a lower threshold of awareness of injuries to their extremities. Men are essentially built for physical confrontation and the use of force (Farnam & Nicholl, 2002). Physically, women tend to have less upper body strength and are influenced by their smaller stature. They typically are going to be less inclined to use physical force to resolve a problem.

For a male instructor it is difficult to know what it's like to be a female student. What is physically easy for a male involves challenges for a female that may go unrecognized. For instance when a female student is locking the slide to the rear on a semi-auto pistol, it can require the use of not only her hands, but the strength of her arms and chest. Incorporating all of those muscles enables her to complete the movement. If you've never experienced that lack of upper body/hand strength it becomes difficult to recognize or explain.

As instructors it is imperative that we set performance standards and have equal expectations for all of the students to achieve those standards because teacher expectations can have significant effects on student performance. This is known as the Pygmalion Effect - what one person expects of another can serve as a self-fulfilling prophecy. If an instructor expresses the opinion that a student may struggle in a particular area or with certain tasks then the student enters that training evolution with the mindset of failure (Rosenthal & Jacobson, 2003). The message we send as instructors affects a student's self-efficacy, which is the strength of one's belief in their ability to complete tasks and reach goals. Self-efficacy strongly influences both the power a person has to face challenges competently and the choices a person is most likely to make. As instructors we influ

ence a student's success. We convey expectations both verbally and nonverbally, so we must ensure we are always providing optimistic expectations. We must display a positive attitude and coach all of the students towards success.

Observing what female students normally struggle with during training can be the first step in modifying teaching styles. Asking the student what she is thinking or feeling can also provide further insight. Recognizing differences between genders and how those differences can affect performance is important for all law enforcement instructors. A student's ability to successfully complete training is not based solely on their gender. Our goal as trainers is to create a positive learning environment and remove any barriers to success in order to maintain a strong law enforcement community. 🌟

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## About the Authors

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# Prisoner Re-entry: Statewide Approach in Virginia

By Lt. Kathleen Carey, PIO Newport News Sheriff's Office, Newport News, Virginia



Virginia Attorney General Herring takes the podium as the keynote speaker at a Newport News Sheriff's Office ceremony. (photo: Sgt. H. McCoy, NNSO)

## Virginia Attorney General Mark Herring delivers keynote address in Newport News and defines his position.

Sheriff Tabbe Morgan, Newport News, Virginia, has consistently advocated for inmate re-entry programs as a way to increase public safety and reduce recidivism. "Enacting tough laws and locking up offenders is only two legs of a three legged stool," said Morgan. "An effective re-entry program is an integral component to the public safety mission. It gives us an opportunity to reduce recidivism, victimization, and to actualize cost saving in both the correctional and human services budget."

And Morgan has Virginia Attorney General Mark Herring in his corner.

Herring announced in late 2014 that his office will create a Statewide Re-entry Coordinator position and a web-based resource portal to help establish and improve re-entry programs in local jails.

Sheriffs, legislators, and community leaders have expressed support. State Senator Mamie Locke (D-Dist. 2) was quoted in an Attorney General media release as saying this ensures "that sheriffs around the state have a resource that they can tap into to assist in the reduction of the inmate population and the transition from incarceration back into society." State Senator Donald McEachin (D-Dist. 9) commended the effort as an "innovative plan that will help offenders not become lifetime criminals. These kinds of reforms offer opportunities for future success and reduce recidivism while saving taxpayer dollars."

Herring was the keynote speaker at the Newport News Sheriff's Office annual promotions and awards ceremony and used part of his speech to clarify the newly created coordinator position. "The problems that lead to crime and a jail sentence, whether it's abuse, trauma, anger management, or addiction, are usually still present in offender's lives even after they serve their sentence," said Herring. Re-entry programs exist at state Department of Corrections facilities. However, not all localities have rehabilitation programs in place nor do they know how to get started.

Even with state re-entry programs in place, more than 40 percent of Virginia's prisoners are convicted of new crimes within three years of their release. "There is an identified gap in resources," said Sheriff Morgan. The Re-entry Coordinator will address service gaps and facilitate linkage to state agencies. Herring explained, "When provided individualized case management, treatment services, opportunities to develop work skills, and support networks both prior to release and immediately after, a former inmate has a much better shot at success."



Virginia Attorney General Herring and NN Sheriff Gabe Morgan congratulate Benny Machado on his promotion to Corporal. (photo: Sgt. H. McCoy, NNSO)

Upon first taking office in January of 2014, Herring conducted a public safety tour to meet directly with local prosecutors, law enforcement, and local officials. “I wanted to hear what they thought were emerging threats in their areas, and how I, as Attorney General, and the resources available from our Office could help them carry out their daily mission of keeping our neighborhoods and communities safe.”

Herring recognized his Office could play an important role in coordinating: being a liaison between government agencies, law enforcement, mental health services, faith-based organizations, private sector partners, domestic violence advocates, Community Service Boards, and others. Of Sheriff Morgan, Herring told the ceremony audience, “He is a nationally recognized expert when it comes to the value and benefit of those re-entry programs. And he was very helpful to me when I began to formulate my thoughts on how to fill the gap in service to local sheriffs and jails.”

An online re-entry portal will be a collection of data and materials that will be updated consistently: best practices in the re-entry field, examples of efforts around Virginia, what methodology is working and what isn’t, and what resources and grants are available. Herring said the portal will have printable, region-specific materials that Sheriffs can make available to inmates as they are released.

Herring noted that there is an alarming gap in Virginia’s efforts to help females transition back into society. “Common sense and compassion,” said Herring, “dictate that we do more to specifically offer transitional help to women inmates, who are in many cases the sole support for their children.”

Morgan pointed to the fact that women leaving his jail must apply to a transitional housing facility in Alexandria, a nearly four hour drive north of Newport News, because there is no such resource available regionally to women. A documentary produced in 2009 about “Friends of Guest House” included interviews with females housed at the Newport News City Jail-women nearing release who were desperate to get accepted into the house, which, by the way, has only limited residential space.

Like Sheriff Morgan, many of his counterparts have taken the initiative to create and operate their own re-entry programs, working with inadequate resources. In Newport News, most of the 30 jail-based programs are facilitated by approximately 120 volunteers. Having a statewide partnership will strengthen those efforts and allow the Newport News Sheriff’s Office to build on the work that has already begun.

The Attorney General used his speaking engagement to talk about another issue he learned while on his public safety tour. There has been a recent spike in heroin overdoses. “And it’s not just in one part of the state,” said Herring. “It was urban, suburban, rural. No region of the state was immune.” The same problem exists all up and down the Eastern seaboard.

Some legislative ideas have been put together to address heroin fatalities. The goal of these bills, said the Attorney General, is to save lives.

The state of Virginia will debate on whether to expand the Naloxone pilot program. Naloxone is a drug that reverses the effect of an opioid overdose. The package of bills includes allowing state and local law enforcement officers to administer the medication. Additionally, a safe reporting law would encourage people to call for help if they are in the presence of someone who is experiencing an overdose. Drug traffickers would also be held accountable for those dying from a heroin overdose by facing felony homicide charges.

Herring switched gears and spoke directly to the newly promoted deputies and to award recipients. “One of the true joys I have experienced as Attorney General is building a special and unique relationship with the law enforcement community all around the state. I look forward to hearing the stories that go behind your recognitions.

“I hope you see in me in the months and years ahead that you will have a friend and a supporter. Thank you for the opportunity to share in the celebration, and I look forward to continue to work with you.” ✪



# NSA'S WEBINAR SERIES



## **PREA of 2015**

When: Tuesday, March 10, 2015 (archived on website)

NSA in collaboration with the National PREA Resource Center will present updated information on resources for PREA implementation and the audit process. Practical recommendations for PREA implementation will also be addressed.

## **Domestic Violence and Sexual Assault in Older Adults Webinar**

When: Tuesday, March 24, 2015 1:00 PM-2:00 PM (EST)

## **Radicalization and the Jail Information System**

When: Tuesday, March 31, 2015, 12:00 AM to  
Wednesday, April 01, 2015, 12:00 AM (EST)

This presentation will discuss prisoner radicalization in our nation's jails and the use of the Jail Information System to obtain useful information which can lead to prevention of criminal and terrorist activities. In the past this information collection and dissemination model has been successfully utilized to prevent or intervene in offenses ranging from terrorist attacks to robberies and weapons offenses to assassination attempts.

## **PREA: The Law or Voluntary Standards?**

When: Thursday, April 2, 2015  
2:00 PM – 3:00 PM (EST)

NSA's Center for Public Safety, Institute for Jail Operations will look at the DOJ PREA standards from a legal-based perspective to provide agencies information to make informed decisions on policy, procedures and training to run constitutionally safe jails.

## **Predicting Officer Liability**

When: Tuesday, April 7, 2015  
2:00 PM – 3:00 PM (EST)

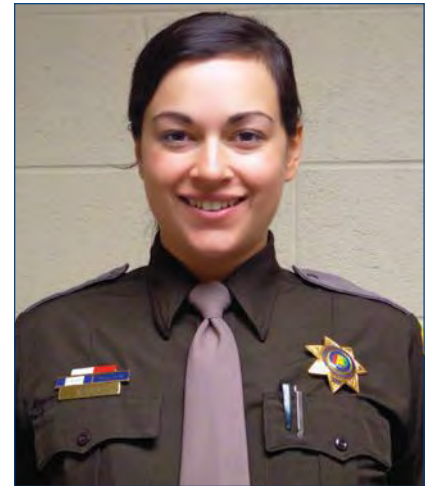
Join NSA and MHS, Inc. to learn how to predict officer liabilities such as excessive force, sexual misconduct, and substance abuse with the M-PULSE Inventory, a screening instrument designed specifically for officer selection.

## **Social Media Webinar**

When: Tuesday, May 5, 2015

# Deputy Currie Henry

*Calhoun County Sheriff's Office, Alabama*



**Q. How long have you been in law enforcement?**

A. I have been an officer since September of 2009.

**Q. How big is the jail you are assigned to?**

A. The Calhoun County jail is moderately bigger in comparison to other jails in the county. We house as little as 325 inmates to as much as 530 inmates, comprised of both men and women.

**Q. How do you describe your jurisdiction? What is the geography like? Rural, city suburban, size?**

A. Calhoun County is approximately 612.32 square miles. According to the 2010 census, the population was 118,572 and was also an estimated 117,296 for 2012. The geography can be described as more of a blend rather than dominantly rural or city. Being located at the foothills of the Appalachian Mountains we are gifted with some beautiful sights.

**Q. What type of problems do you**

**deal with on a daily basis?**

A. The biggest problem would be the high recidivism of inmates and tending to inmates suffering from mental health issues. It is very difficult at times. Dealing with attitude/behavior issues with inmates are also a daily problem.

**Q. What is the most interesting incident in the jail you have responded to?**

A. I'd probably have to say the times I assisted other officers in breaking up fights, not only verbal but actual physical altercations, among inmates due to disagreements regarding who had control over what they watched on the TV and others who wanted another's jail uniform only because it looked newer.

**Q. What drew you to law enforcement as a career?**

A. I was a Criminal Justice major in college and at the time, and currently now, the jail had a program where they hired CJ majors part-time, almost like an internship, to get a taste of what a career in Law Enforcement could be like.

**Q. Do you have any special skills or training, such as Expert Marksman, FTO, Crisis Intervention, EMT, Firefighting etc?**

A. I have had substantial training being a member of CERT (Corrections Emergency Response Team) and other jail certifications such as SSGT (Strategic Self-Defense and Grappling Techniques) and PPCT (Pressure Point Control Techniques). I am also Taser and O.C. certified.

**Q. Outside your employment, do you participate in other activities that support your local community?**

A. I like to participate in the Relay for Life fundraisers and events held for the American Cancer Society.

**Q. Are you a member of any professional organization(s)?**

A. I have been a member of the Calhoun County Sheriff's Honor Guard for 2 years and currently hold the position of Deputy Sergeant of the Guard. I also perform with the Calhoun County Sheriff's Office Pipe and Drum Corp when they need additional players.

**Q. How do you maintain a professional demeanor when faced with a particularly difficult situation?**

A. This might be humorous but I'll actually pretend the Sheriff is standing beside me whenever an altercation ensues. It's more of a psychological approach to maintain a straight thinking mind and remain calm.

**Q. What's the best training you've been to? What made it the best?**

A. I was fortunate to be invited to the NSA conference in Nashville, TN 2 years ago. The classes were very informational and taught by experienced and choice instructors. The location was also really enjoyable.

**Q. What was the most interesting investigation you have had to deal with in the jail?**

A. It's hard to narrow it down to just one person but I'd have to say it would be the inmates who constantly return to jail, even after serving time in prison, who had a successful life before succumbing to a life of being a full-time criminal and choosing to stick with it; it's really baffling.

**Q. What was the hairiest situation you have been in?**

A. The hairiest situation was probably when we had a federal inmate attempt suicide by slitting his throat with a razor. I applied pressure to the wound until EMS arrived; the inmate did survive.

**Q. Do you come from a law enforcement family?**

A. I only had one uncle who was a Florida State Trooper who served many years up to retirement but other than him I actually come from a military family with both brothers currently serving in the U.S. Navy and other extended family members serving in the U.S. Army.

**Q. If you weren't in law enforcement, what career would you like to try?**

A. If I weren't in Law Enforcement, I would probably go to culinary school. Cooking is my absolute favorite hobby.

**Q. What advice would you give to someone that is interested in a career in Law Enforcement?**

A. As I would say to anyone looking into taking any career path: If you are not passionate about it, don't chance it. Law Enforcement is an around-the-clock job; it is a lifestyle so you need to be more than dedicated.

**Q. Do you have a mentor, or someone you most admire?**

A. I definitely consider our Sheriff, Larry Amerson, and Chief Deputy, Matthew Wade, as mentors. They maintain the utmost professionalism and are strong in their faith as Christians, implementing it inside and outside of work. They both are exceptional role models for any LE officer.

**Q. What motto do you try to live by?**

A. "Always Be Prepared" ★

# TACTICAL CORNER

## Seven Ways to Improve Your Tactics in Law Enforcement

*By Mike Martin, Detective, Snohomish County, Washington*

Look around on any police website or store that sells police equipment and you will inevitably find the term “tactical” attached to a t-shirt, flash light, weapon, book, or in this case an article.

These days it seems that just about everything we do on the job has the term tactical attached to it. We think tactically, try and gain a tactical advantage, hope for a favorable tactical resolution in times of crisis, and hope to be good tacticians.

I feel it necessary to make certain police officers truly understand the concept of what it means to think and react in a tactical manner or what it takes to get to that point.

What does the word “tactical” mean to you? Does this describe you and your abilities right now?

Most definitions of the word tactical have descriptors such as skillful, smart, clever, and relate the word to military operations.

The term tactical in the law enforcement profession is not synonymous to SWAT or Tactical teams. It is my belief that all police officers possess the knowledge and capabilities to think and operate in a tactical manner.

To me, being tactical in police work means that you are a thinker, a planner, and someone who finds ways of resolving problems based on past experiences and from the knowledge you have gained through training. You are a problem solver that not only thinks outside the box, but also thinks well inside the box. You are someone who is good at making decisions toward a common goal and use techniques that will help you achieve your desired outcome.

I would like to focus on some ways to improve upon your tactical thinking. My hope is that you are able to put some of these concepts into practice to make your job safer and expand your knowledge and capabilities.

### BE A GOOD LEADER

I have yet to come across a good leader who doesn't also bear the title of a good tactician or someone who doesn't think and act in a tactical manner. Maybe it's because of their past experience or the way they problem solve and think logically. There are few things as important as going to a chaotic incident and having the confidence in the person that takes charge and makes sound decisions. They bring control to chaos.

There are several ways to become a better leader. There are books to read, videos to watch and of course my favorite, people to model after. One thing I admire about good leaders is that when they make mistakes, they learn from them. Good leaders make it a point to debrief incidents and welcome criticism so that they can improve. Good leaders are not afraid of making decisions. They are very good at calculating risk vs. reward.

You don't have to be a supervisor to lead people. Some of the best leaders I have had the pleasure of working with do not hold a rank. They do exhibit several characteristics that made it easy for me to follow them with confidence. They have a proven track record of making good tactical choices. Make it a goal this year to become a better leader.

### BE A STUDENT OF THE GAME

Your game is Police work. You have chosen a career where you are constantly bombarded with new technology and new methods of accomplishing your job. It is difficult to stay up to date with



these changes while trying to balance a normal life with family, friends and personal hobbies. The e is and definitely should be life outside of work. Having said that, it is very important to find the balance. Change is difficult and it's easy to become complacent in our job.

Make an effort this year to dedicate time to perfecting your craft. Be proficient in your skill sets and expand your knowledge by finding new ideas and ways of doing this job.

One thing that has helped me in my career is my brother. He constantly challenges me with staying up on current events and forwarding articles for me to read. He also engages me with lengthy discussions on case law, tactics and techniques. I don't know where I would be without his influence and I would encourage you to find that person that can help keep you sharp. It helps to spend time with like-minded people.

## BEING A GOOD TEAM PLAYER

All good tacticians are good team players. They rely on the cooperation of others to help them achieve their objectives. They know how to rely on others and know the strengths and weaknesses of those that they work with.

Being a good team player also means that you share ideas and help to train others. If you see deficiencies in methods of tactics that are used, it is your responsibility to speak up and offer suggestions.

Being a good team player also means putting others ahead of your self.

## MASTERING THE OODA LOOP CYCLE

The OODA Loop decision cycle was developed by USAF Colonel John Boyd and is a corner stone of any good tactician. It stands for Observe, Orient, Decide, Act, and through training and repetition those that hope to be good tacticians should master the concept.

The truth is this concept is practiced on a daily basis by just about everyone in some form or another. Your job as a tactician should be to exploit other peoples OODA loop cycle to give you the advantage.

When an incident happens and you have to put tactics into play, those that can quickly go through the OODA Loop cycle will have a greater chance at a successful outcome.

## ADHERE TO YOUR SAFETY PROCEDURES

Never forget the basic safety procedures that you have been taught. Basic concepts like the firearms safety rules, waiting for back up, maximizing the use of the cover and concealment, and ensuring that your equipment is always in good working order are examples of this.

When we violate the basic safety procedures that have been engrained in us we leave ourselves vulnerable to making potentially deadly mistakes. Be diligent about your safety and

the safety of others. Don't take shortcuts and this will help you to be a better tactician.

## BE A PROBLEM SOLVER

Through experience, training and repetition we can become good problem solvers. It's important to think through a problem from start to finish and let that help in our decision making process. I try to think of things from the aspect of what I want the outcome to be and then back up from there and determine what resources and tactics I will use to get me to that point.

During this time I think of all the resources that are available to me, and how I can use them to gain a tactical advantage.

## BE FLEXIBLE

There have been many times in my career where I had to switch gears and deviate from the plan because the original tactic that I used was not effective. This is common and some of the best tacticians that I know can go with the flow and without skipping a beat roll into another plan or tactic.

Whenever you put together a tactical plan with a desired outcome be sure to include contingency plans to avoid confusion and to easily work through your OODA loop cycle.

Remember your role and responsibility in any given situation can change on a moments notice. The key is to be flexible and work together to achieve your common goal.

Being a tactical officer or deputy doesn't require you to have all the latest tactical gear or apparel that labels you as such. It starts in the mind. It is a lengthy process that manifests from experiences and training.

I am still learning and adding things to my tool belt in order to stay on top of the current trends. My hope is that you will all be students of the game and strive to build your confidence in the area of the tactical realm.

As the great author John Steinbeck said "if you find yourself in a fair fight, our tactics suck".

Stay Safe and Tactically Sound!

*Mike Martin has been a Deputy Sheriff with the Snohomish County Sheriff's Office (Washington) for over 17 years. He has been a member of the department's SWAT team for over 12 years and currently serves as an entry Team Leader. Mike has been a training coordinator for the SWAT Team and for the Regional Drug Task Force. He sits on the board of directors for the Washington State Tactical Officer Association and currently holds the position of Director of Training. He was an instructor for the National Sheriff's Association for several years where he traveled around the nation providing training for first responders. For the last several years Mike has been providing training to multiple agencies in Washington State on building entry techniques, narcotics enforcement, firearms, downed officer rescue and tactical first aid.*

# 21st Century Policing Task Force

By Sheriff Rich Stanek, Hennepin County, MN

For most Americans, the officer or deputy on patrol is the most direct and visible point of contact to the entire criminal justice system. Police-community relations in every town or city could be improved with a better understanding of the criminal justice system and the role of police in society.

When we act to enforce our laws, it is in support of public order and public safety - in service to the residents. Fulfilling our Oath of Office means more than respect; we protect the privacy and civil liberties of all residents, in addition to their safety. For me, and for Sheriffs across the country, this is how we define the role of police in a democratic society. For us, this is what it means to serve and protect.

On January 13, 2015, Sheriff Rich Stanek (Hennepin County, MN) was honored to testify at the President's Task Force on 21<sup>st</sup> Century Policing in Washington, DC, on the issue of Building Trust and Legitimacy. He represented the National Sheriff's Association and the Major County Sheriff's Association. Sheriff Stanek's testimony focused on the ways in which sheriffs already work to improve community-police relations.

On February 14, 2015, Sheriff John Layton (Marion County, IN) testified in Phoenix, AZ on the Training and Education listening session with a special focus on Supervisory, Leadership, and Management Training. Sheriff Layton spoke extensively about NSA's National Sheriff's Institute and the benefit it brings to first-time sheriffs.

On February 23, 2015, Jonathan F. Thompson (NSA Executive Director) testified in Washington, DC, on the Officer Safety and Wellness session with a special focus on Voices from the Field. Executive Director Thompson spoke at length about the challenges facing State and local law enforcement, including funding and special populations, as well as the need for a comprehensive review of the entire criminal justice system.

The Task Force was established by President Obama to recommend changes in policing after the incidents across the country. According to the Department of Justice, the Task Force was to "promote effective crime reduction while building public trust and examine, among other issues, how to foster

strong, collaborative relationships between local law enforcement and the communities they protect."

The 11-person Task Force will provide recommendations to the President after completing several listening sessions that took place in three different cities.

Developing effective ways for the community to actively participate in improving public safety - in partnership with law enforcement - is vital to cultivating trust. At a time when the nation is looking for examples of community-building between law enforcement and residents - there are Sheriffs in many jurisdictions who have established excellent community relations and who have created innovative initiatives that enhance community partnership. Their success should be shared and other agencies should consider replicating what would work best for their communities. It is critical for Sheriffs to have a seat at the table at a time when the role of law enforcement and our policies are being redefined.

The nation's Sheriffs offer several recommendations - and raise additional concerns that need to be addressed in the context of 21<sup>st</sup> Century Policing. Sheriff Stanek presented these ideas during the first "listening session" for the Task Force:

1. To promote community engagement and dialogue, national initiatives from the Department of Justice (DOJ), through the Community Oriented Policing Services (COPS) designed to strengthen police-community bonds should be analyzed and cross-applied to other areas experiencing similar problems. Also, residents should be encouraged to take part in law enforcement initiatives designed to educate the public - such as joining a Neighborhood Watch - which is sponsored by the National Sheriff's Association (NSA). Participation in reserve police officer programs allow citizens to interact more closely with law enforcement and gain a more personal stake in community safety;
2. To improve police and youth relations, we would suggest more routine interaction between schools and police. This would allow students to interact with local law



In the photo, left to right; Andrew Peralta (National President of the National Latino Peace Officers Association), Sheriff Richard W. Stanek (Treasurer National Sheriffs' Association & Immediate Past President of Major County Sheriffs' Association), Chuck Canterbury (National President of the Fraternal Order of Police) and Richard Beary (President of International Association of Chiefs of Police)

enforcement to build trust. Local school districts could coordinate with law enforcement to conduct educational visits to police departments, fostering interest in the law enforcement profession at an earlier age.

3. To help define the role of police in a democratic society, the Sheriffs recommend a national educational effort to increase public awareness of the law enforcement profession and the criminal justice system. Understanding the variety of criminality across the Nation will help to clarify the current status of relations between law enforcement in certain communities. Greater awareness of these situations would also give the public a better indication of why law enforcement officers use certain equipment and tactics, or ask the public to comply with certain procedures. These tools and tactics serve a purpose: To protect the officer and to enhance the safety of the public – including the safety of individuals undergoing arrest or detention. Understanding this could help mitigate confrontation and reduce confusion and escalation on both the part of the officer and the public;
4. Finally, Sheriffs must re-emphasize the need for stability and consistency at the Federal level on initiatives and funding designed to assist State and local law enforcement. The issues discussed here today could potentially be alleviated through continuous support of programs such as:
  - Mentally Ill Offender Treatment and Crime Reduction Act;
  - *Byrne Memorial Justice Assistance Grant*;
  - Community Oriented Policing Services (COPS); and
  - *State Criminal Alien Assistance Program (SCAAP)*.

For more information on the President's Task Force on 21<sup>st</sup> Century Policing: U.S. Department of Justice – Community Oriented Policing Services, <http://www.cops.usdoj.gov/default.asp?Item=2761>. ★

Editor's Note: This commentary was written on March 1, 2015. Due to publication and mailing deadlines, this commentary was written prior to the release of the recommendations from the President's Task Force on 21<sup>st</sup> Century Policing on March 2. An update to the task force recommendations will be published in future editions of NSA Magazine.

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# Getting To Know Your (Pio) Neighbor

By Lt. Bill Davis, Public Information Officer



When I served in the U.S. Navy as a public affairs officer, I quickly learned the value of partnering with other local and regional public affairs officers. Those relationships proved very helpful on Sept. 11, 2001, when I was the base public affairs officer at Naval Station, Rota, Spain.

At the time of the attack on the U.S. east coast, it was early afternoon in Spain and almost time for children to depart school for the day as they would leave or return to the base, which was home to 6,000 Americans. The busses were about to start loading children, but like most military bases around the world at the time of the terrorist attack, everything changed... very rapidly. The base went into immediate lockdown.

Even though the attack was more than 3,000 miles away, we felt as though an attack could be imminent...at our own front door. I quickly corresponded with my regional public affairs counterparts and local collateral public affairs officers on the base to implement our emergency communication plan. Because we made concerted efforts to develop relationships prior to the crisis, we were able to coordinate our emergency plan in a more professional and reasonable manner.

***“Develop a working relationship with your media, and develop a relationship with your area PIOs.”***

***– Take-away from the 2014 NIOA Conference***

As I transitioned from office khaki uniforms in the Navy serving as the PAO for an Admiral to now wearing a deputy uniform serving as the PIO for Bossier Sheriff Julian Whittington at the Bossier Parish Sheriff's Office here in north-west Louisiana, I wanted to ensure I developed that same relationship building. Bossier Parish is home to about 125,000 residents and is in close proximity to Caddo Parish which has some 255,000 residents, and the two parishes are separated only by the Red River.

It wasn't long before I developed working relationships with the area public information officers for our police and sheriff's office and we would see each other at various media events or contact one another on projects or with questions... and of course, talk about which reporter was giving us the biggest headache that week! But I also soon realized that it was important that we needed to ensure every public information/public affairs/public relations professional working at our various public service entities was part of our 'team'.

The team included PIOs from the city police departments, sheriff's offices, fire departments and state transportation department; PAOs from the major Air Force Base and the VA Medical Center; PR directors and communicators from the two cities, school boards, hospitals and colleges; and any collateral public information representatives.

***“If there’s ever a disaster or emergency in our community, we know we’ll be here for each other if needed.”***

**– Cindy Chadwick, PIO, Caddo Parish Sheriff’s Office**



I organized a monthly luncheon in October 2013, and we have since grown to include as many of our professionals working in the public information arena. Although some of our team are ‘recovering reporters’, our luncheon is not for reporters, and we’ve often said, “What is said at the PIO luncheon...stays at the PIO luncheon.”

Sonja Bailes is a former anchor for the local ABC television station, currently working as the public relations liaison for Bossier Parish Schools.

“When the monthly PIO/PR luncheon started, I thought it would be a great opportunity to get to know others in similar professions so we could compare notes,” said Sonja, who has been attending the luncheons from the beginning. “Little did I know how invaluable making these connections would become. In fact, after a recent meeting, an incident happened the next day within our school system that involved my counterpart at Caddo Parish Schools, as well as the Bossier and Caddo Parish Sheriff’s Offices. Because of the relationships the four of us established at the monthly meetings, we were able to work together cohesively.”

The value of relationship building with area public information professionals was also one of two primary lessons presented at the annual National Information Officer Association (NIOA) Conference in August 2014. Presenters from real-world events



such as the Sandy Hook Elementary School shooting and the 10-year hostage ordeal for three girls in Cleveland noted two primary things to do before any crisis: (1) Develop a working relationship with your media, and (2) Develop a relationship with your area PIOs. Each of those presenters noted that you’ll need both before a crisis, because when the media and world come knocking...or better yet...banging on your front door during a big national story, that is not the time to develop relationships.

Cindy Chadwick of the Caddo Parish Sheriff’s Office is a veteran PIO who has seen spokespersons and reporters come and go over the years, and she has seen how vital the continued relationship building is.

“It’s a great opportunity to make personal and professional connections, share experiences, and learn more about the agencies each of us represents,” Chadwick, a former print reporter, said. “If there’s ever a disaster or emergency in our community, we know we’ll be here for each other if needed.”

***“Our monthly lunch get-togethers provide the opportunity to build strong relationships with our peers and exchange ideas.”***

**– Mark Natale, PIO, City of Bossier City**

“Another example of how we have all come together to the benefit of the organizations we represent is a mock active shooter drill recently held at one of our high schools,” said Bailes. “The drill involved the school system, local law enforcement and personnel from Barksdale Air Force Base. However, we invited our colleagues in the PIO/PR group that were not participants in the drill to come observe so we could learn together how to handle various issues that may arise had this been a realistic event. It was a great discussion point at our next meeting.”

In addition to helping with crisis and emergency situations, the relationship building also helps us in other ways, such as media relations, internal information and community relations.

“Our monthly lunch get-togethers provide the opportunity to build strong relationships with our peers and exchange ideas,” said Mark Natale, public information officer for the City of Bossier City and former local television reporter. “Much of what we talk about centers on recent experiences we’ve had with the media. Not only can we learn from those discussions, they can also be a form of therapy.”

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For further information, contact:  
Lt. Bill Davis, Public Information Officer  
Cell: 754-7976  
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LEGAL-BASED TRAINING SEMINARS



## Proactive Jail Management: Key Litigation Issues & Prisoner Rights

May 6<sup>th</sup> – 8<sup>th</sup>, 2015 ♦ Mobile, Alabama

### SEMINAR DESCRIPTION

Prisoners file more litigation than any other group in the United States. How can sheriffs and jail administrators proactively protect against prisoner litigation? As laws change jails all over the country must decipher what is required of them in the wake – particularly how changes in the law will affect policy, procedure and training. This seminar will provide an overview of the hottest topics jail administrators' face, along with updates involving trends in litigation. This workshop provides a discussion of civil liability protection and provides in-depth reviews of cases and rulings pertaining to the latest issues facing jail administrators and sheriffs, including:

- Inmate Rights
- Religion
- Searches and Contraband Control
- Ethics/Code of Conduct
- Suicide Prevention and Interventions
- Inmate Management and Intervention Techniques
- Inmate Mail
- Housing of Transgender Inmates (LGBT)
- Report Writing

The training will coincide with Legal-Based Jail Guidelines promulgated by the National Sheriffs' Association, Alabama Sheriffs' Association and Alabama Jail Association.

### SEMINAR INSTRUCTORS

**Gary DeLand** is the former Executive Director of the Utah Sheriffs' Association and President of DeLand and Associates, Inc. He has traveled to more than 45 states to provide legal issues and other criminal justice training. Formerly, Gary served as Commander of the Jail Division for the Salt Lake County Sheriff's Office, Executive Director of the UT State Department of Corrections and Senior Advisor to the Iraqi Ministry of Justice. He has also served as an officer for NSA's Presidents and Executive Directors Committee and as Chair of the ACA Legal Issues Committee. DeLand is the past Editor-in-Chief and former Executive Editor of the Corrections Managers' Report.

**Bill Wilson** has more than 28 years of experience working in correctional facilities, starting as a correctional officer and working his way up to Jail Commander for the Monroe County Sheriff's Office, IN for 16 years. He currently serves as the coordinator of jail services with the Indiana Sheriff's Association. Since 1994, Bill has been an Adjunct Instructor in the Criminal Justice Department at Ivy Tech University, and serves as an instructor for the Indiana Law Enforcement Academy's Jailers School. He is also a member of the NSA Jail Training Advisory Committee.

#### HOTEL & TRAINING INFORMATION:

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#### REGISTRATION INFO:

##### Cost:

NSA Members: \$ 375

Non-Members: \$ 425



##### Host Agency:

Mobile County Sheriff's Office

\* NSA Jail Officer Certification

CJS/CJE Hours: 20



BEFORE making travel arrangements call 1-801-810-5245 to ensure program availability. See NIJO cancelation policy (website). Questions or inquiries may be directed to the same number, refer to the website at <http://jailtraining.org/node/3029> , or email NIJO staff at [registration@jailtraining.org](mailto:registration@jailtraining.org) .

# 21st Century D.A.R.E. – Different than the D.A.R.E. You May Know



Increasing use of drugs by youth in the 1970s and 1980s gave cause for alarm. Between 1975 and 1980, nearly two-thirds of high school students (65%) were reported to have used an illicit drug and nearly two out of every five (39%) have used an illicit drug other than marijuana<sup>1</sup>. This concern led the Los Angeles Police Department (LAPD) and the LA Unified School District (LAUSD) in 1983 to introduce the D.A.R.E. (Drug Abuse Resistance Education) curriculum in LAUSD elementary schools. By 1988, D.A.R.E. curricula for middle and high school had also been implemented.

In development and through implementation, starting with ten LAPD officer delivering the curriculum in 50 schools, little consideration was given to expanding D.A.R.E. beyond Los Angeles. The effort was and has never been an effort to market D.A.R.E. curriculums. The immediate and positive response to D.A.R.E., however, brought the matter of expansion to the forefront. The recognition given D.A.R.E. and resulting widespread national implementation of D.A.R.E. were unprecedented. Today, D.A.R.E. programs are in place in all 50 states, U.S. territories, U.S. Department of Defense schools worldwide, and 47 other nations. As extraordinary, was the attention given D.A.R.E. by the prevention education and research communities.

From the late 1980s through the 1990s, D.A.R.E. was the subject of a number of scientific evaluations. All of the substantive early evaluations of the D.A.R.E. curriculum were conducted by researchers “independent” of D.A.R.E. This is

important because most evaluations of other similar curricula were conducted by the individuals that had authored those curricula. These individuals were not “independent.”

The youth in these early studies of D.A.R.E. were followed longitudinally and compared to students not receiving D.A.R.E. The findings of these studies were consistent – desired outcomes were not realized. However, at that point in the drug abuse education research field there was a mistaken assumption that the average age at onset of drug use was during elementary school. This assumption was incorrect. Furthermore, there is little evidence researchers were paying attention to:

- Training – D.A.R.E. officers receive 80 hours of specifically relevant training, whereas presenters of other curricula receive a day or two of training at most
- Implementation fidelity – D.A.R.E. officers more often followed the curriculum protocol than teachers
- Variables – There were a host of other factors that were not measured, among which were:
  - effect of having a D.A.R.E. office in classroom/school on safety, attendance, and in-school delinquency,
  - Initiation of in-home conversation regarding substance abuse and high risk behaviors attendant with students reporting of discussions having taken place during D.A.R.E. classes,



- value of school administrators and classroom educators being exposed to drug prevention curricula,
- importance of the positive relationship developed between students and D.A.R.E. officers
- significance of D.A.R.E.'s affect upon student prosocial bonding with the school community, and
- value of a during-the-day respite for teachers

Irrespective of the research, most communities elected to maintain and, in some cases, to expand their D.A.R.E. courses. Nor did the research dissuade other communities from initiating D.A.R.E. programming. In a relatively short period of time, D.A.R.E. had garnered regard and respect for the many positive aspects of the program. Absent scientific proof of efficacy, why would D.A.R.E. continue to garner unflagging support? The answer, many community leaders and school officials instinctively appreciated the value and benefit of the curricula. Birkeland, Murphy-Graham, and Weiss in their research entitled "Good reasons for ignoring good evaluation: the case of drug abuse education (D.A.R.E.) program"<sup>2</sup>, offer documentation for the profound support for D.A.R.E.

Ever the organization to pioneer innovative initiatives, a new chapter for D.A.R.E. commenced in September of 2009, when D.A.R.E. America and the Pennsylvania State University (PSU) partnered to train officers distribute and deliver a D.A.R.E. specific version of the drug prevention middle school curriculum named D.A.R.E. keepin' it REAL (kiR). The kiR middle school curriculum was developed by Michael Hecht, PhD, PSU and Michelle Miller-Day, PhD, (now at Chapman University). The kiR curriculum was initially developed by PSU and Arizona State University, with funding provided by the National Institute on Drug Abuse<sup>3</sup>. The kiR curriculum for students in grades sixth through ninth has been through rigorous scientific evaluations and has since been established as an evidence-based curriculum.

The evaluations evidence the kiR middle school curriculum to be successful in decreasing substance use, in reducing negative attitudes/behaviors, and in improving positive attitudes/behaviors. The data showed:

- a 32 percent to 44 percent reduction in marijuana, tobacco, and alcohol use;

- a 29 percent to 34 percent decrease in intent to accept substances;
- and a reduction and cessation of substance use.

Additionally, improvements in antidrug attitudes/behaviors were apparent in the 30-38 percent increase in knowledge about and negative attitude toward drug use, increased repertoire of resistance skills, more frequent use of those skills, and increased adoption of strategies to resist using alcohol, cigarettes, and marijuana<sup>4</sup>.

D.A.R.E. America's edition of the kiR middle school curriculum was specially designed by Miller-Day, Hecht, and D.A.R.E. staff with the intention for uniformed law enforcement officer to deliver the curriculum. The collaboration between D.A.R.E. America and kiR has resulted in a substantial increase in D.A.R.E. middle school implementations across the United States.

The U.S. Department of Health and Human Services conducted a cost-benefit analysis study. In the "2008 Substance Abuse Prevention Dollars and Cents: A Cost Benefit Analysis," SAMHSA reported that kiR's cost benefit ratio is 28:1<sup>5</sup> making it one of the most cost-beneficial school-based, curriculum-driven drug prevention programs.

This is a \$28 return for every \$1 invested in program delivery, yielding a net benefit to the concerned community of \$3,600 per pupil. The benefit is the ratio between the expenditure to deliver the program and reductions in associated social cost over time as a result of the investment.

The D.A.R.E. kiR curriculum consisting of 10 lessons, each 45-minute session, is delivered over a ten-week period. Booster sessions are available for student's the year after the initial 10 lessons. The curriculum is designed to help students assess the risks associated with substance abuse, enhance decision-making and resistance strategies, improve antidrug normative beliefs and attitudes, and reduce substance use.

Because kiR/D.A.R.E. is inserted into the daily and weekly activities of schools and students, an important question is the degree to which it reinforces the teaching-learning goals of education. Training Center Educator for the Louisiana D.A.R.E. program, Dr. Daphne Robinson, compared the D.A.R.E. program to the Common Core Standards for the fifth and sixth grade<sup>7</sup>. Robinson's findings were that in almost every



section of the Common Core Standards, the D.A.R.E. curriculum's lessons achieved the standards.

D.A.R.E.'s keepin' it REAL curricula are not connected in any way to the D.A.R.E. curriculums of earlier years. It is, in fact, an independent and separate entity from all previous curricula. Further, the D.A.R.E. kiR middle school curriculum is listed on the Substance Abuse and Mental Health Services Administration's (SAMHSA) National Registry of Evidence-based Programs and Practices (<http://nrepp.samhsa.gov/ViewIntervention.aspx?id=133>) and the California Healthy Kids Resource Center, supported by the California Department of Education and Department of Health (<http://www.californiahealthykids.org/rvalidated>). Rigorous scientific evaluations of the kiR middle school curriculum have demonstrated students receiving the curriculum evidenced lower alcohol, marijuana, and cigarette use than students who did not receive the program<sup>8</sup>.

Richard Clayton, PhD, noted sociologist from the College of Public Health at the University of Kentucky conducted one of the evaluations of the original D.A.R.E. curriculum. He offered thoughts on D.A.R.E.'s original curriculum: "Drug prevention programming and research at that point in time was less mature; we did not have enough knowledge about the presumed causes of drug use among youth, not exactly how to influence those presumed causes in order to reduce drug use."

Clayton said, "My research focused on D.A.R.E.'s stated mission [to reduce drug use], and largely ignored a number of other potential positive aspects of the program. D.A.R.E. provides invaluable drug prevention lessons to not just the kids, but the teacher who is in the room while the D.A.R.E. officer is delivering the curriculum. In addition to the teacher being exposed to the lessons at the same time the students are exposed, having a D.A.R.E. office in the school was perceived to enhance school safety and helped students establish a relationship with the officer. We don't know how valuable these are because they weren't measured."

When asked if he thought having D.A.R.E. officer teach the curriculum was a good idea, Clayton answered: "Absolutely. Some of the best teachers I have ever seen are D.A.R.E. officer. Many of the D.A.R.E. officer not only have a college education but a number have a master's degree. There is NO EVIDENCE that D.A.R.E. officer can't teach a drug prevention curriculum as effectively as the teacher assigned to the class."

In 2013, D.A.R.E. America completed national implementation of a new D.A.R.E. kiR elementary curriculum. The curriculum was developed in conjunction with PSU, and Dr. Hecht and Dr. Miller-Day. The D.A.R.E. kiR elementary curriculum scaffolds into the D.A.R.E. kiR middle school curriculum and is based upon the social emotional learning theory and communication competency. It is "new" and "consistent with the Core Standards" for fifth and sixth graders.

If you have not experienced the new D.A.R.E. kiR, you are encouraged to do so; they are much different than the D.A.R.E. with which you may be familiar. We urge you to consider D.A.R.E. keepin' it REAL drug prevention program for the children and youth in your school and community. This provides a new opportunity to link education and law enforcement at the community level to help a larger percentage of our children to be drug free and healthy. 🌟

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# Government Affairs Update

(As of February 2015)

By Breanna Bock-Nielsen, M.S., Director of Government Affair

### 114<sup>th</sup> Congress- 1<sup>st</sup> Session

This update covers the period of December 17, 2014, to February 10, 2015. To read the full text of NSA letters cited here, visit <http://www.sheriffs.org/content/government-affairs-correspondence>.

### Confirmation Hearings Begin for Loretta Lynch to be Attorney General

The Senate Committee on the Judiciary, chaired by Senator Chuck Grassley (R-IA), held hearings to begin consideration of Attorney General nominee Loretta Lynch. On January 28, The Judiciary Committee spent most of the day questioning Lynch on a variety of topics. The following day, the Committee invited panelists to speak on the nomination including Sheriff David Clarke (Milwaukee County, WI), journalists, lawyers, professors, and others.

Lynch currently serves as the U.S. Attorney for the Eastern District of New York, a position she also held during the last years of the Clinton administration. If confirmed as Attorney General, she will be the first African-American woman to hold the position. The confirmation process, however, is not expected to resume until mid-March.

NSA has not taken a formal position on the nomination but continues to monitor the confirmation process closely.

### FCC Update: NSA Files Comments and Reply Comments to SFNPRM

Through outside counsel, NSA has continued to engage the Federal Communications Commission (FCC) on the current rulemaking process regarding inmate calling services.

On January 12, NSA filed its *Comments to the Second Further Notice of Proposed Rulemaking (SFNPRM)*, noting

specifically that sheriffs incur real costs in administering phone systems in jails. Included in that *Comments* were the results of the data collection performed through much of 2014. These results, based on a wealth of information provided by sheriffs from all over the country, represent the first time such data has been provided to the FCC. The data showed the varying costs of inmate calling services and further demonstrated that jails and prisons are, in fact, very different facilities.

On January 26, NSA filed its *Reply Comments* in the same proceeding. The *Reply Comments* supported the *Comments* filed by several organizations and again highlighted the challenges faced by sheriffs in providing inmate calling services.

In the coming weeks and months, the FCC will examine all the *Comments* and *Reply Comments* submitted to the record on this proceeding to determine next steps. NSA has already engaged with FCC staff on the data collection and will continue to work to ensure that the voices of sheriffs are heard in this very important proceeding.

### 21<sup>st</sup> Century Policing Task Force Continues Sessions

On December 18, President Obama signed an executive order establishing the Task Force on 21<sup>st</sup> Century Policing to identify ways to strengthen public trust and foster strong relationships between local law enforcement and the communities they protect while also promoting effective crime reduction. The Task Force, co-chaired by Commissioner Charles Ramsey and Professor Laurie Robinson, identified six pillars for examination: building trust and legitimacy; policy and oversight; technology and social media; community policing and crime reduction; training and education; and officer safety and well-

ness. These pillars are being examined in depth at listening sessions held in Washington, DC; Cincinnati, OH and Phoenix AZ.

Sheriff Rich Stanek (Hennepin County, MN) participated in the first listening session of the Task Force on January 13, 2015, in Washington, DC. In his oral testimony, Sheriff Stanek noted that sheriffs “have a firsthand understanding of the importance of positive community relations and the role that these relations play in solving crime and building safer communities. In fact, we couldn’t do our jobs without the support, engagement and cooperation of the public. That said, any improvement in the area of police-community relations will only occur with a bilateral commitment from both law enforcement and the community.” The full text of his oral and written testimony, as well as testimony from the other listening sessions, can be viewed on the Task Force website: <http://www.cops.usdoj.gov/policingtaskforce>.

NSA continues to engage and has been invited to participate in the Task Force listening sessions in Phoenix and Washington, DC. As the Task Force continues its work and makes recommendation, due to the President by March 2, NSA will keep you informed.

### **FY16 Budget Process Begins**

On February 2, 2015, President Obama released his Fiscal Year 2016 Budget Proposal. Below is a listing of the request budget amounts for specific criminal justice programs and agencies:

- COPS Hiring: \$209.5m
- Diversity in Law Enforcement (COPS Office) \$5m
- Collaborative Reform Initiative (COPS Office) \$20m
- DEA Meth Transfer: \$11m
- Byrne JAG: \$388m (before carve-outs)
- Bulletproof Vest Partnership Grant: \$22.5m
- Second Chance Act: \$120m
- Body Worn Camera Partnership Program: \$30m
- Tribal Resources Grant (COPS Office): \$3
- State Criminal Alien Assistance Program: \$0\*

These amounts are only requested and are likely to change through the Congressional Appropriations process. As that process moves, it is important for sheriffs to contact their Members of Congress and explain the importance of these programs to local communities.

\*Please note that, in the President’s Budget Request, SCAAP receives no funding. However, the President has attempted unsuccessfully to eliminate the program for several years. Members of Congress have routinely supported the program and ensured that funding continues. It is important that your Members continue to hear about the importance of SCAAP in the coming weeks.

### **Executive Order 13688 Addresses Local Law Enforcement Equipment Acquisitions**

On January 16, 2015, President Obama signed Executive Order 13688 entitled, “Federal Support for Local Law Enforcement Acquisitions.” The Executive Order establishes the *Law Enforcement Equipment Working Group* co-chaired by the Secretary of Defense, Attorney General, and the Secretary of Homeland Security with the following members: Secretary of the Treasury; Secretary of the Interior; Secretary of Education; Administrator of General Services; Director of the Domestic Policy Council; Director of the Office of National Drug Control Policy; Director of the Office of Management and Budget; Assistant to the President for Intergovernmental Affairs and Public Engagement; Assistant to the President for Homeland Security and Counterterrorism; Assistant to the President and Chief of Staff of the Office of the Vice President; and the heads of other agencies and offices as the co-chairs may designate.

The *Working Group* is tasked with providing specific recommendations to the President regarding actions that can be taken to improve the provision of Federal support for the acquisition of controlled equipment by law enforcement agencies. The Order outlines eleven specific areas in which the President requests recommendations. The *Working Group* must complete its work within 120 days of the Order.

NSA is in continued discussion with members of the *Working Group* regarding the types of equipment acquired and the ways in which local law enforcement uses that equipment. If your sheriff’s office wishes to submit comments to the working group, please contact Breanna Bock-Nielsen at [bnielsen@sheriffs.or](mailto:bnielsen@sheriffs.or).

### **NSA Support BVP Reauthorization in Senate**

On January 8, 2015, Senator Patrick Leahy (D-VT) introduced S. 125, the “Bulletproof Vest Partnership Grant Program Reauthorization Act of 2015,” which would allow this important program to receive \$30 million annually through FY2020. In addition to Senator Leahy, five other members joined as original cosponsors of the bill: Senator Roy Blunt (R-MO), Senator Christopher Coons (D-DE), Senator John Cornyn (R-TX), Senator Lindsey Graham (R-SC), and Senator Chuck Schumer (D-NY).

The Bulletproof Vest Partnership (BVP) Grant Program has been a critical resource for State and local law enforcement since its creation in 1999. More than one million bulletproof vests have been purchased in more than 13,000 jurisdictions across the country using BVP funds. According to data from the Bureau of Justice Assistance, at least 33 law enforcement and corrections offices were saved by bulletproof vests in FY2012 and BVP funds played a

## Government Affair

part in the purchase of at least 13 of those vests. The success of the BVP program has been tremendous over the years and its positive impact on our nation's communities cannot be overstated.

NSA, along with several other law enforcement association, sent a letter in support of the bill prior to its introduction. NSA will continue to monitor the progress of the bill and alert to any significant action

### **NSA, NCBA Formally Announce Partnership**

The National Sheriff's Association Board of Directors approved a Memorandum of Understanding with the National Cattleman's Beef Association (NCBA) during the 2015 Winter Conference in Washington, DC. The Memorandum was formally announced on February 5, 2015, during the Cattle Industry Convention in San Antonio, TX.

The MOU formalizes the relationship for NSA and NCBA to work collaboratively on issues that affect both sheriffs and cattlemen including border security and immigration reform, animal welfare, private property rights, and transportation policy. NSA looks forward to a continued relationship with NCBA that will benefit both our memberships. ✪



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Sheriffs will explore the role of providing effective leadership in such areas as:

- Public safety
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**The 107th and 108th sessions are scheduled for April 12-18, 2015  
August 30-September 5, 2015 (deadline to apply is July 5, 2015)**

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## NSA BALLOT FOR PROPOSED 2015 BYLAW AMENDMENT

Pursuant to Article XV of the Bylaws of the National Sheriffs' Association ("NSA" or "Association"), a Proposed 2015 Bylaw Amendment to NSA's Constitution & Bylaws was timely submitted and reviewed by NSA's Constitution and Bylaws Committee and approved by NSA's Board of Directors/Executive Committee. A two-thirds vote by the Association Membership is required for the adoption of this Bylaw Amendment at NSA's 2015 Annual Conference.

There is one proposed amendment to NSA's Constitution & Bylaws that will be placed on the NSA Ballot. This amendment will be voted on by the NSA Membership at the 2015 Annual Conference.

**Purpose of Proposed NSA Amendment:** This Proposed NSA Amendment would permit a current president of the association to continue to serve in his/her term of office as the sitting president of the Association if that Active Sheriff is subject to term limits under applicable state laws or applicable state constitution.

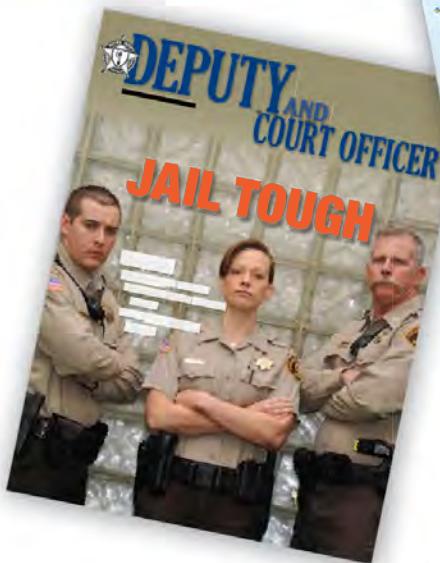
This Proposed NSA Amendment would amend the last sentence of Article VIII, "Office," Section 11, "Qualification for Election and Service," to read as follows:

"If the President of the Association leaves or vacates his/her Office of Sheriff except, if a President of the Association is subject to term limits on his/her elected Office of Sheriff as imposed by state laws or by the state constitution where this elected Sheriff is actively serving), the Office of the President of the Association shall be immediately filled as provided by Article XIII, Sections 2 and 3 of the Constitution & Bylaws.

For a copy of the existing NSA Constitution and Bylaws, contact NSA's Executive Office at (800) 424-7827

A copy of the entire text of the Proposed Bylaw Amendment will be posted in the Exhibit Hall at NSA's 2013 Annual Conference.

# NSA: A WEALTH OF INFORMATION



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## New NIJ Guide for Ballistic-Resistant Body Armor

NIJ has released a Selection and Application Guide to Ballistic-Resistant Body Armor that summarizes knowledge about body armor gained from NIJ-funded and other research over the last 13 years. This guide provides law enforcement, correctional and public safety officers with a better understanding of how body armor works and how it complies with the NIJ Standard, and provides guidance for purchasing and maintenance policies for NIJ-compliant body armor.

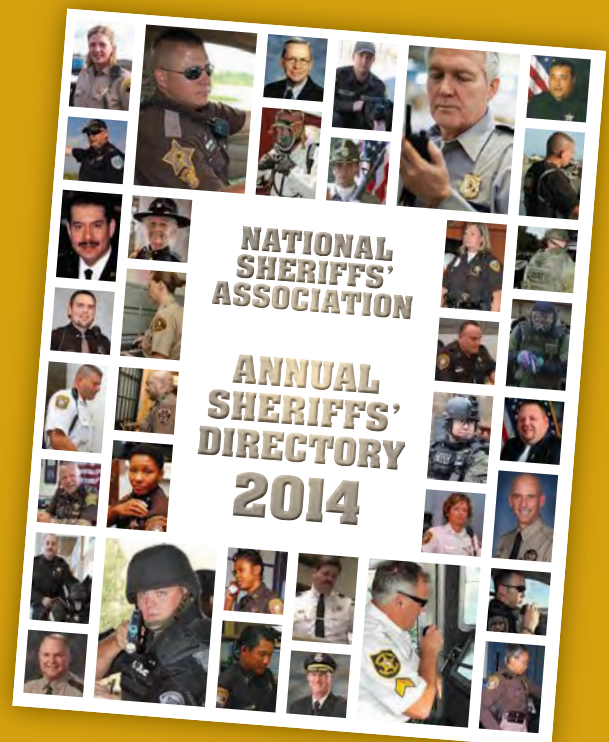
### Download the Selection and Application Guide.

[http://www.nij.gov/publications/Pages/publication-detail.aspx?ncjnumber=247281&utm\\_source=eblast-ncjrs&utm\\_medium=eblast&utm\\_campaign=bodyarmor-SAG](http://www.nij.gov/publications/Pages/publication-detail.aspx?ncjnumber=247281&utm_source=eblast-ncjrs&utm_medium=eblast&utm_campaign=bodyarmor-SAG)

### Consult the NIJ Standards & Testing page for more information.

<http://www.nij.gov/topics/technology/standards-testing/Pages/welcome.aspx>

**2015  
Annual  
Sheriffs' Directory  
will be  
coming soon.**







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## Sheriff Tony Estrada

Santa Cruz County, Arizona

Sheriff Tony Estrada is a 47-year veteran of law enforcement in the border county. He was first elected sheriff of Santa Cruz County in November 1992, and took office January 1, 1993.

Sheriff Estrada is serving an unprecedented sixth four-year term. Currently he is one of the two Hispanic sheriffs in the state of Arizona. He began his law enforcement career in 1966 with the City of Nogales Police Department in Arizona. He was hired as a patrol officer with additional assignments of radio dispatch, booking officer, and jailer.

Sheriff Estrada served for twenty-five years with the Nogales Police Department retiring in 1991, with the rank of Captain. He served as interim chief of police on three occasions, and supervised the uniform division, communications division, and criminal investigations division. He also served as the department's first public information officer and was responsible for the hiring of the first female police officer.

Santa Cruz County is the smallest county bordering Mexico, 1,200 square miles of jurisdiction, sharing 50 miles of border with our neighboring country. A small American border community with a population of 45,000 residents in one of the richest and most powerful nations in the world, with a metropolitan community across the border, a third world country with a population of 300-400 thousand residents. Santa Cruz County is a major corridor for illegal drugs and undocumented aliens. It is also a dynamic border community with great relationships with our southern neighbors. It shares family ties and mutual respect on cultural diversity, tourism, and international commerce.

Sheriff Estrada is the county's chief law enforcement officer. The office of sheriff is responsible for the public safety of residents and visitors, legal or illegal, serving civil process, providing court security, maintaining a county jail, and having a search and rescue unit composed of volunteers.

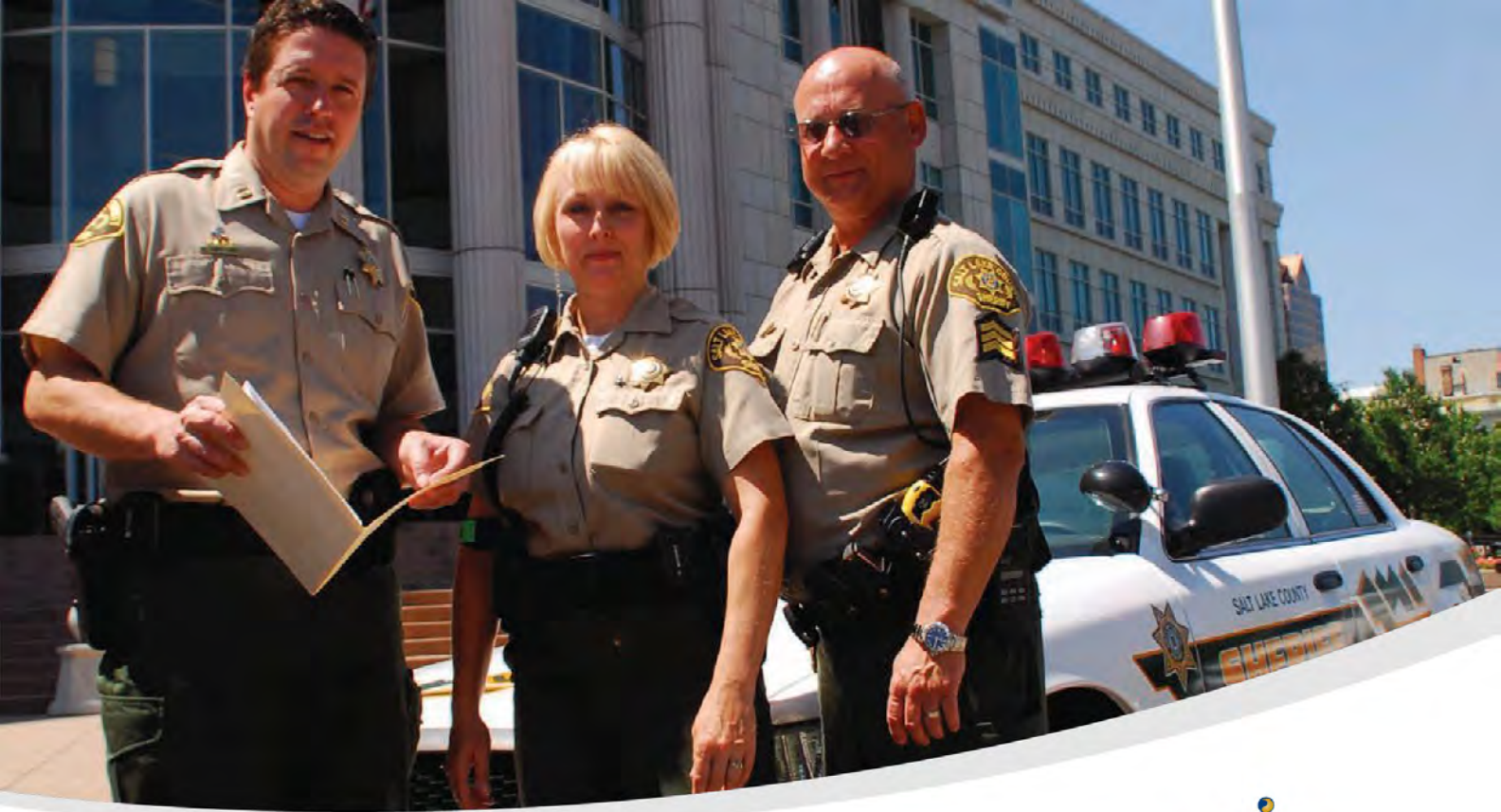
The modern adult detention center can house 372 inmates, male, female, and remanded juveniles. Sheriff Estrada played a major role in making the new detention center a reality. So much so, that it was named the Tony Estrada Law Enforcement Center.

Sheriff Estrada implemented the first school resource officer program in 1994. The office also provides a D.A.R.E. program at county schools. Deputies participate as agents for the Santa Cruz County I.C.E. Drug Task Force and partner with border patrol agents with funds from the Department of Homeland Security under the Stone-Garden program.

The Santa Cruz Sheriff's Office is made up of 110 personnel divided among law enforcement, adult detention, administration and E-9-1-1. Sheriff Estrada has been very active in the community having served as spokesperson for the Santa Cruz chapter of the United Way for the past thirty years. He is active in the Nogales Rotary Club, Green Valley Elk's Lodge, lifetime members of the F.O.P. Lodge #10, member of the Boys and Girls Club, and the Santa Cruz County Chamber of Commerce Government Affairs Committee.

Sheriff Estrada resides in Nogales County, Arizona, with his wife of 48 years, Blanca, and their grown children. ★

Meet the Sheriff is a regular feature of *Sheriff* magazine to get to know Sheriffs from around the country.



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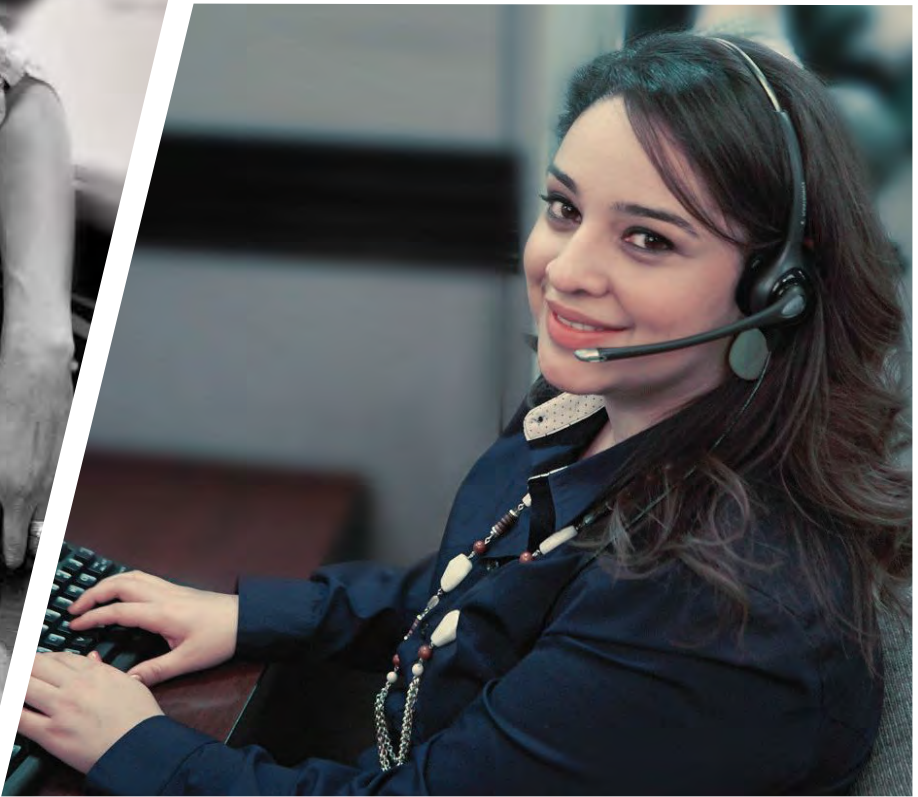
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